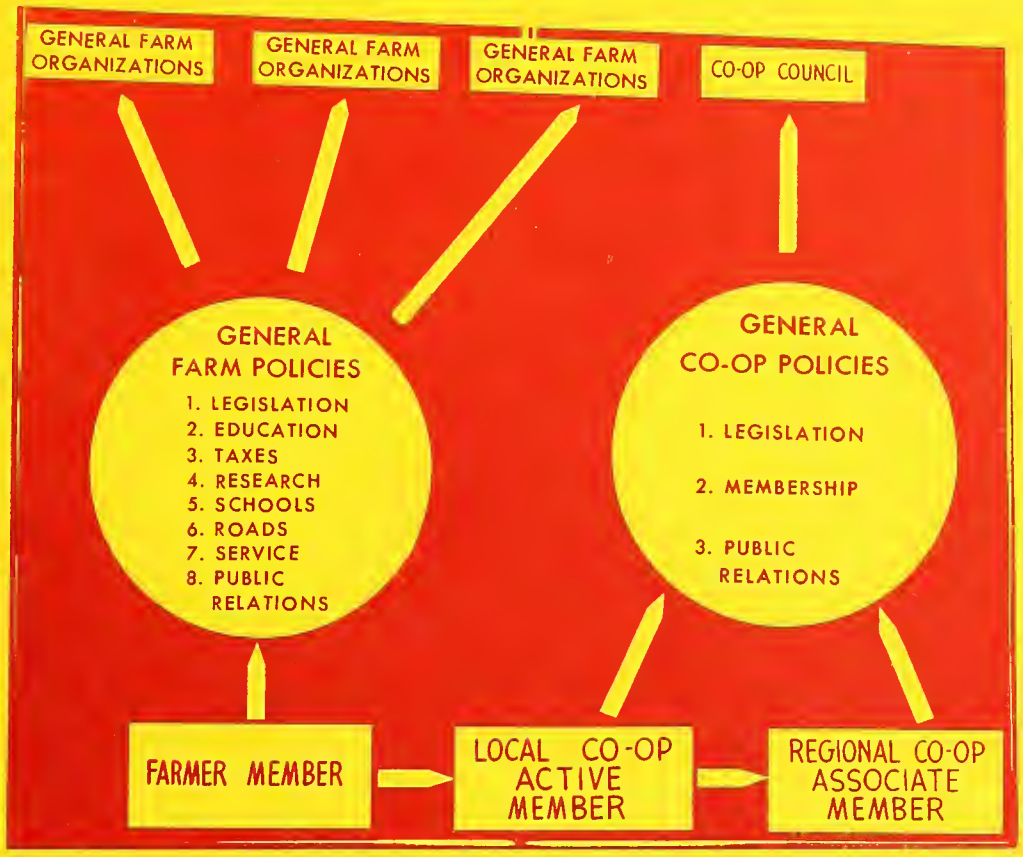
Historic, archived document

Do not assume content reflects current scientific knowledge, policies, or practices.

Reserve
A 280.29
F22G

LIBRARY
CURRENT SERIAL RECORD
JAN 29 1957
U. S. DEPARTMENT OF AGRICULTURE

The Work of State Cooperative Councils



BY JOHN H. HECKMAN
AND JANE L. SCEARCE

GENERAL REPORT 26
DECEMBER 1956

FARMER COOPERATIVE SERVICE
U. S. DEPARTMENT OF AGRICULTURE
WASHINGTON 25, D. C.

FARMER COOPERATIVE SERVICE
U. S. DEPARTMENT OF AGRICULTURE
WASHINGTON 25, D. C.

Joseph G. Knapp, Administrator

The Farmer Cooperative Service conducts research studies and service activities of assistance to farmers in connection with cooperatives engaged in marketing farm products, purchasing farm supplies, and supplying business services. The work of the Service relates to problems of management, organization, policies, financing, merchandising, product quality, costs, efficiency, and membership.

The Service publishes the results of such studies; confers and advises with officials of farmer cooperatives; and works with educational agencies, cooperatives, and others in the dissemination of information relating to cooperative principles and practices.

CONTENTS

	Page
Highlights	iii

Part I--Organization and programs of councils

How study was made	1
How councils have developed	2
What fields councils can best serve	6
What councils are doing	9
How councils are financed	21
How well councils are operating	21

Part II--Reports on individual councils

Agricultural Council of California	26
Colorado Cooperative Council, Inc	28
Delaware Council of Farmer Cooperatives	30
Florida Council of Farmer Cooperatives	31
Georgia Cooperative Council	33
Idaho Cooperative Council	35
Iowa Institute of Cooperation	36
Kansas Cooperative Council	38
Kentucky Cooperative Council	40
Louisiana Council of Farmer Cooperatives	41
Maine Cooperative Council	42
Michigan Association of Farmer Cooperatives	43
Minnesota Association of Cooperatives	46
Mississippi Council of Farmer Cooperatives (A.A.L.)	48
Nebraska Cooperative Council, Inc.	50
New York State Council of Farmer Cooperatives, Inc	53
Farmers Cooperative Council of North Carolina, Inc.	54
Ohio Council of Farmer Cooperatives, Inc.	54
Oklahoma Agricultural Cooperative Council	57
Agricultural Cooperative Council of Oregon	58
Pennsylvania Association of Farmer Cooperatives	59
South Carolina Council of Farmer Cooperatives	60
South Dakota Association of Cooperatives	61
Tennessee Council of Farmer Cooperatives	63
Texas Federation of Cooperatives	63
Utah Council of Farmer Cooperatives	65
Vermont Cooperative Council	66
Agricultural Conference Board of Virginia	68
Washington State Council of Farmer Cooperatives	68
Wisconsin Association of Cooperatives	71
Wisconsin Council of Agriculture Co-operative	73

HIGHLIGHTS

A review and evaluation of State council activities by Farmer Cooperative Service of the U. S. Department of Agriculture showed 30 of them with active programs in 1954.

Within the limits of budgets and available facilities, the State cooperative councils are doing a good job. They are making substantial progress in membership, budgets, and handling overall programs. Membership, however, is still low and budgets need further strengthening.

Their programs divide mainly into three types of activity--legislative, membership and education, and public relations. While individual program activities are comparable, the councils with part-time secretaries have fewer projects than those with full-time secretaries.

Their strongest features are their programs for youth and directors and their field work with vocational agriculture teachers, Extension workers, and other leaders.

Most councils are expanding their programs with Future Farmers of America chapters, 4-H Clubs, and other youth groups. Vocational agriculture teachers and other educational leaders receive valuable assistance from the information and materials supplied by State councils. Likewise, most councils are conducting extensive programs with directors. This work has been particularly effective in the overall field of directors' responsibilities. While making up the stronger features of council programs as a group, wide variations occur among the activities of individual organizations.

Another group of activities is receiving less attention. These include activities with colleges, women's programs, special management programs, and public relations.

Though in a favorable position to maintain contacts with colleges, councils have moved more slowly into this work.

As a partner in farm enterprises, the farm wife should have a place in cooperative programs and responsibilities. This applies to State councils as well as to local cooperative organizations. The councils are beginning to recognize this, but as of 1954, only 5 had definite programs for women.

Councils have the same opportunity to work with the member cooperatives on the responsibilities of management as with directors. However, a much smaller proportion are doing it.

Public relations is a matter of increasing importance to farmer cooperatives. All but two councils are doing something about it. However, there is an opportunity for a more positive approach to State organizations and professional workers.

The Work of State Cooperative Councils

by John H. Heckman and Jane L. Scearce
Farmer Cooperative Service

Part I--Organization and Programs of Councils

State councils[1] are becoming increasingly important in the overall programs of farmer cooperatives.

Their activities have evolved from the concept that cooperatives are an off-farm extension of the business and services of their farmer owners--with about three out of five farmers in this country now belonging to associations.

In this extension, the off-farm needs served by cooperatives divide into two general classes: (1) business or economic operations and services such as marketing, purchasing, or farm services and (2) non-business functions such as legislative, membership, and public relations activities.

Thus, groups of farmer cooperatives can, on a Statewide basis, pool their resources and energies to do many jobs in this latter class better than can be done by the individual associations.

They hire a secretary, a man with experience and background in cooperatives and agriculture to operate a State office, usually with only a small staff. This office unites the efforts of member cooperatives in many activities--to more effectively present a true picture of their activities to the public, to do a membership and educational job over a wider area, to train more effective employees and directors, and to keep in touch with legislative matters of concern to cooperatives and the farmers served through them.

HOW STUDY WAS MADE

To get a better idea of the effectiveness of State council programs, the State Council Division of the National Council of Farmer Cooperatives, in a resolution presented at the annual meeting of the Council in January 1954, asked the Farmer Cooperative Service of the U. S. Department of Agriculture to make a survey of the Council programs.

It wanted this study broadened over two previous ones[2] made in 1945 and 1947 by the Cooperative Research and Service Division of the Farm Credit Administration, the predecessor of the Farmer Cooperative Service. So it asked the Service to evaluate as well as describe the various council activities, and to publish the findings of the study.

This publication is a report of this survey--made on the basis of what the councils did during the 1954 year.

The Farmer Cooperative Service requested secretaries of the State councils to make suggestions on the scope and content of the study. The concensus of the group was that the survey should cover four major fields of activity: legislative, membership and education, public relations, and financing.

Next, the Service prepared and presented a tentative outline for discussion to the State Council Division during sessions of the American Institute of Cooperation at Ithaca, N. Y., in August 1954. Based on this discussion and on further suggestions, the final schedule was prepared and sent to all council secretaries.

All secretaries responded by completing the schedules. In addition, the secretary or

[1] The terms council, association, and institute mentioned are used by various State organizations of farmer cooperatives. However, "council" is the one more generally used. Thus, in this discussion, the term "council" will be used to refer to all organizations.

[2] Scearce, Jane L. State Councils and Associations of Farmer Cooperatives. U. S. Farm Credit Admin. Misc. Rpt. 82. 1945.

Scearce, Jane L. State Councils and Associations of Farmer Cooperatives, 1947. U. S. Farm Credit Admin. Misc. Rpt. 117. 1948.

Note: The authors are indebted to the council secretaries for their suggestions on the organization of this project, and for supplying information and reviewing the statement on their councils.

another official of each council, except one, either prepared or reviewed the statements on their organization presented in the second part of this publication.

HOW COUNCILS HAVE DEVELOPED

Though the earliest councils were formed almost 40 years ago, more than half of those now active were organized in 1942 or later. They were established to meet present-day challenges and situations.

The study showed councils have made steady, if not always rapid progress since 1947. In 1954, 30 councils were active. (Table 1. Figures for Tennessee were not included in this or succeeding tables.) They were located in 29 states, operating in areas where cooperatives were well developed. (Fig. 1.) Exceptions are a few states where the cooperative program is closely meshed with those of general farm organizations. Over the years the number has fluctuated and at times has been as high as 34. At present one or two councils not listed maintain a semblance of activity.

Activities Compared

Table 2 compares the budgets, membership and youth activities of 26 councils that participated in both the 1947 and 1954 surveys. During these years, total annual budgets increased from approximately $194,000 to $241,000, or 30 percent. Membership rose 64 percent, from approximately 1,700 to 2,800 associations.

Youth programs showed even greater expansion. In 1947, only 7 councils reported any youth activities at all. By 1954, 21 had youth programs, and 16 of these reported programs of more than 3 activities. This increased recognition of the young people who are the cooperative members of tomorrow was the most significant trend in council programs.

Staffs Vary

The State council staffs are small. A secretary is in charge--usually assisted by a full or part-time stenographer. Four councils have assistant secretaries and a few have an extra clerk or stenographer.

Secretaries are professional men, trained in agriculture and skilled in education and public relations practices and techniques. They are evenly divided between full-time and part-time employees. In other words, 15 of the 30 active councils are in charge of a full-time executive secretary who devotes all of his time to this work. The other 15 councils employ their secretaries on a part-time basis.

A part-time secretary is an employee of some other agency that permits him to devote a certain amount of time to the work of the council. These agencies are in two general groups--colleges of agriculture and general farm organizations or cooperatives. Part-time secretaries of nine councils are either extension economists or members of agricultural economics departments of State colleges. One part-time secretary is a representative of a general farm organization, four are employed by cooperatives, and one works only for the Council but on a part-time basis.

Full-time secretaries, called executive, have full-time responsibilities to the councils and their programs. The part-time secretaries have primary responsibilities to their other employers. They draw little if any compensation from the councils and have a limited amount of time to devote to council matters. The overall council programs reflect this situation.

The part-time secretaries have no choice but to concentrate on a few activities. This results in a wide variation in the emphasis that councils place on different programs. For example, one council in the part-time secretary group devotes 95 percent of its energies to legislation, three others do nothing on legislation, and another three only 5 percent. Another council spends half its time on public relations, while 7 others spend 5 percent or less.

The difference in programs, however, is mainly one of scope, not quality. The council secretaries are all professional men--the main variation in their performance being the amount of time they can spend on the job. Naturally the part-time secretary has less time available, so he works on a more limited program. The results he achieves, however, may be, and frequently are, outstanding.

Programs of the two groups can best be evaluated by comparing the various activities. The tables throughout this section have, therefore, been set up to show comparisons within groups with full-time secretaries and those whose secretaries work on a part-time basis.

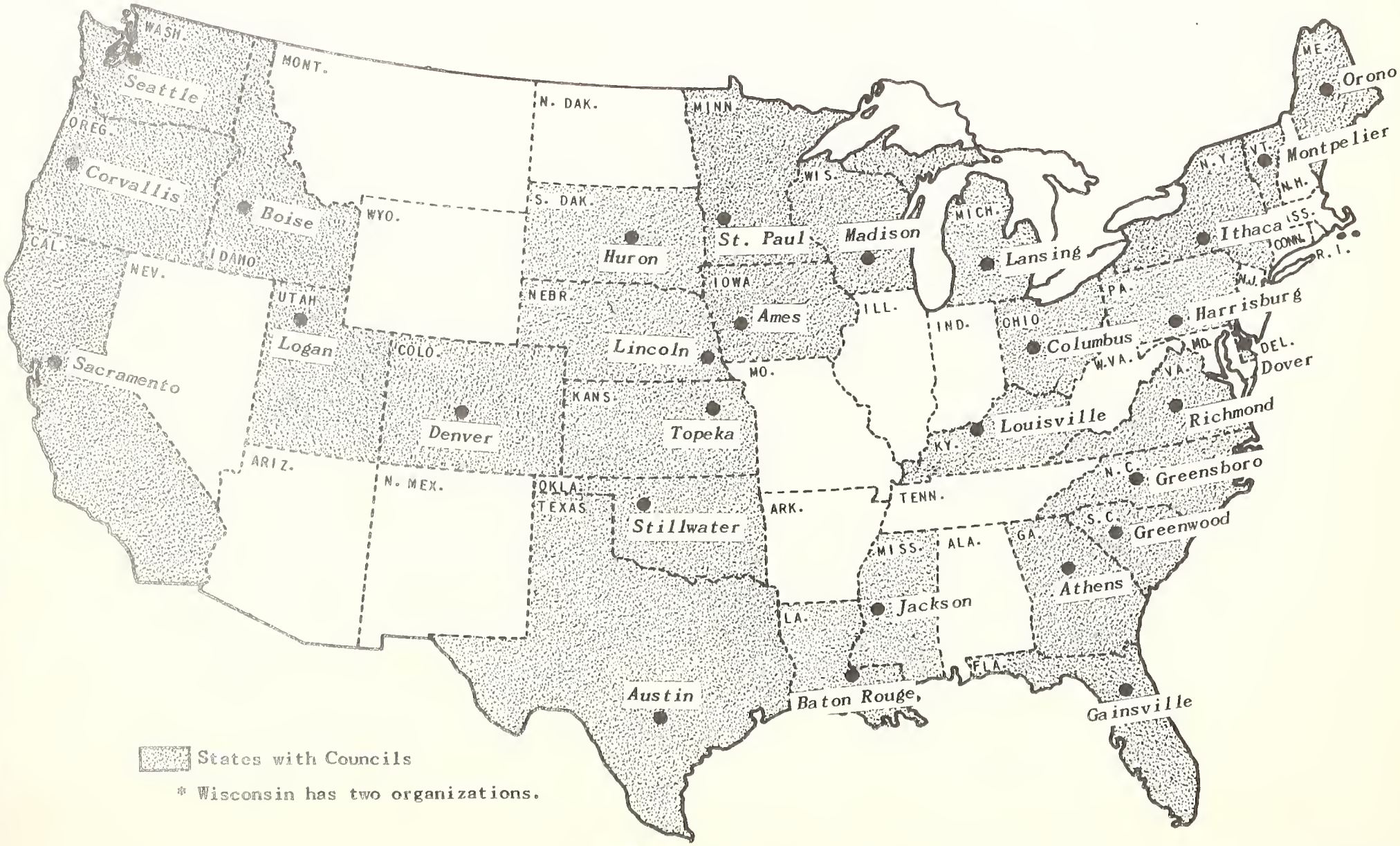
TABLE 1.--Date of organization, years of operation, and number of members of State councils active in 1954.

Name of Council	Date of organization	Approximate years in operation	Number of members	
			Regular	Associate
Agricultural Council of California[1]	1919	35	40	None
Agricultural Cooperative Council of Oregon	1921	33	59	([2])
Wisconsin Council of Agriculture Co-operative	1926	28	80	5
Pennsylvania Association of Farmer Cooperatives	1926	28	63	None
Oklahoma Agricultural Cooperative Council	1929	25	10	11
Agricultural Conference Board of Virginia	1929	25	57	None
Idaho Cooperative Council	1930	24	63	None
Farmers Cooperative Council of North Carolina, Inc.	1935	19	51	6
Washington State Council of Farmer Cooperatives	1936	18	120	([3])
Georgia Cooperative Council	[4] 1937	17	102	None
Colorado Cooperative Council, Inc.	[5] 1937	17	90	[6] None
Maine Cooperative Council	1937	17	24	8
Florida Council of Farmer Cooperatives	1939	15	76	4
Ohio Council of Farmer Cooperatives, Inc.	1942	12	16	None
Texas Federation of Cooperatives	1942	12	190	5
Utah Council of Farmer Cooperatives	1942	12	30	5
Louisiana Council of Farmer Cooperatives	1943	11	16	[7] 40
Kansas Cooperative Council	1944	10	267	4
South Dakota Association of Cooperatives	1944	10	150	None
Vermont Cooperative Council	1944	10	29	None
Wisconsin Association of Cooperatives	1944	10	335	None
Michigan Association of Farmer Cooperatives	1945	9	135	([3])
Mississippi Association of Cooperatives	1945	9	124	1
Minnesota Association of Cooperatives	1945	9	315	190
Nebraska Cooperative Council, Inc.	1945	9	273	12
Delaware Council of Farmer Cooperatives	1948	6	20	None
New York State Council of Farmer Cooperatives, Inc.	1948	6	41	None
Iowa Institute of Cooperation[8]	1951	3	142	11
South Carolina Council of Farmer Cooperatives	1953	1	18	3
Kentucky Cooperative Council	1953	1	72	4

[1] Organized as Agricultural Legislative Committee of California. Name changed in 1933.
[2] Discontinued although bylaws as yet not changed.
[3] Not reported.
[4] Actually organized in 1932, but operations did not get underway until 1937.
[5] Reorganized in 1952.
[6] Plans for associate members.
[7] Representing 15 organizations.
[8] Successor to Iowa Council of Cooperation, which was organized in 1944.

Figure 1

States reporting active Cooperative Councils, Federations, Institutes or Associations of Cooperatives in 1955*



* Wisconsin has two organizations.

TABLE 2.--Comparison of budgets, members and youth programs of 26 State councils, 1947 and 1954

Code number of council	Budget			Members			Youth Programs		
	1947	1954	Increase or decrease	1947	1954	Increase or decrease	1947--27 percent had programs	1954--81 percent had programs	
							1 or more activities	1 to 3 activities	Over 3 activities
	Dollars	*Dollars*	*Percent*	*Number*	*Number*	*Percent*			
1.....	27,950	47,000	68	35	40	14	yes	-	yes
2.....	([1])	15,000	-	([1])	90	-	no	yes	no
3.....	350	4,000	1,043	50	76	52	no	-	yes
4.....	([1])	([1])	-	14	102	629	no	-	yes
5.....	1,500	3,000	100	50	63	26	no	-	yes
6.....	([1])	20,000	-	8	142	1,675	no	-	yes
7.....	([1])	19,800	-	16	267	1,569	-	-	yes
8.....	750	500	-33	20	16	-20	no	yes	no
9.....	1,200	850	-29	28	24	-14	yes	yes	no
10.....	([1])	27,000	-	156	135	-13	yes	-	yes
11.....	33,000	34,800	5	140	315	125	no	-	yes
12.....	6,000	7,000	17	99	124	25	no	no	no
13.....	20,000	23,000	15	207	273	32	no	-	yes
14.....	4,000	12,000	200	10	51	500	no	no	no
15.....	[2] 16,427	([1])	-	11	16	45	([1])	-	yes
16.....	350	3,400	871	7	10	43	no	-	yes
17.....	1,000	8,397	740	55	59	7	no	[3] no	no
18.....	600	([4])	-	48	63	31	no	-	yes
19.....	15,000	16,000	7	153	150	-2	no	yes	no
20.....	13,250	18,000	36	90	190	111	no	no	no
21.....	700	1,500	114	30	30	0	yes	-	yes
22.....	12,300	5,000	-60	39	29	-26	no	-	yes
23.....	([1])	([1])	-	50	57	14	no	no	no
24.....	13,295	15,500	17	80	120	50	yes	-	yes
25.....	16,000	25,000	56	55	80	45	yes	-	yes
26.....	27,000	26,442	-2	235	335	43	yes	yes	no
Total.....	[5] 193,645	[5] 251,389	30	1,686	2,767	64	7 (yes) or 27%	5 (yes) or 19%	16 (yes) or 62%

[1] No information
[2] 1948
[3] Just moving into youth program
[4] No specific budget
[5] Totals include only figures when reported for both years.

WHAT FIELDS COUNCILS CAN BEST SERVE

As mentioned, State councils have evolved from the concept of the service function of cooperatives in relation to their farmer-owners and patrons. This concept is that the cooperatives are an off-farm extension of the business and services of their farmer-owners. In this extension, the off-farm needs divide into the business or economic operations and services and the non-business functions. The councils assist with the non-business activities. Thus, briefly, the function of State councils is to perform the portions of this broad field for their member associations which the councils can do better than the members working individually.

In serving farmers, councils and their member cooperatives have developed differently. In spite of many attempts, the business opportunities of cooperatives don't follow political line fences. Rather, they follow economic lines. These lines become more definite as vertical integration takes place. Thus, a federation of federations may jump to all parts of the nation to serve a few members who are interested in a common activity. Therefore, there are many gaps between their boundaries.

Following State and other political subdivision lines, councils cover all areas. This State-wide coverage facilitates work of councils with public educational agencies. These agencies are invaluable to member information and public relations programs of cooperatives. The councils fit into their geographic fields much more completely than do the member cooperatives. The same is true of political and business organizations. Thus, councils have developed along State lines. This puts them in position to work on a common basis with the agencies with whom they can best implement their programs of legislation, membership, and public relations.

The legislative, membership, and public relations programs of cooperatives fall into two parts--those individual cooperatives can perform better than councils and those councils can perform better than member cooperatives. This results from two situations--(1) some activities in these fields apply mainly to individual cooperatives; (2) many cooperatives had comprehensive programs in these fields long before the councils were organized.

Distinguishing between the activities which can best be performed by each group is sometimes difficult as there is a twilight zone between them. Separating the activities of each requires both care and statesmanship. However, it can be done.

In general, it is believed that the State councils can function best with the "across the board" phases of cooperation...those applying to cooperatives as a whole rather than to individual associations. Features which have special adaptation to particular cooperatives can best be handled by the organizations themselves. As stated, these lines are not clearly drawn and it takes understanding cooperation to divide the areas.

An attempt will be made to clarify the areas with a few examples.

Membership Relations and Education

Examples of the council work in the membership relations and education field cover activities with public educational agencies, youth programs, manager training, and meetings.

Public Educational Agencies

State councils often are in better position than individual cooperatives to work with many of the public educational agencies such as Experiment Stations, Extension Services, and Departments of Vocational Agriculture on cooperative matters. Programs pertaining to merchandising or to the specific operations of particular cooperatives can best be initiated directly by the organizations themselves. Examples are soils, crops, fertilizer, livestock or poultry research.

However, programs affecting cooperatives as a whole are definitely ones which the cooperative councils can handle to advantage. The councils are further removed from trade competition and bias. In the case of long established activities of individual cooperatives and new councils, the adjustment may need to be gradual. However, in the long run, the councils can well assume full responsibility for programs with public educational agencies which concern cooperatives as such.

Many large cooperatives were the sole basis of contact with colleges and universities before the councils were established. However, as mentioned, in overall matters of cooperation the councils can often work to advantage with colleges. In general, the cooperative councils are moving slowly

into this field. Of 16 councils commenting on this matter, 8 estimated that the State council was the major contact with the colleges on cooperative matters, some stating they were the exclusive contact. The other 8 estimated lesser proportions, but there is a tendency for the councils to move in this direction.

Responsibility for initiating activities with the educational leaders rests with the individual cooperatives who have the direct contact in schools and clubs in the community. Managers of many cooperatives are too busy, however, with other matters to plan such programs. They would probably carry out a program, though, if they had assistance in developing it. Here councils can help.

Meetings

There are many types of meetings. A great many apply strictly to the individual cooperative's interests. However, the clinic type can well be delegated to the councils as sponsoring agents. Here problems common to all the cooperatives in the area served by the council are attacked. Thus, the council as sponsoring agent has a coordinating influence which an individual organization would not have.

Youth programs

Many cooperatives do and should maintain their own youth programs. Illustrations of these are activities peculiar to the individual cooperative, or to the technical phases of its operations, such as dairy, poultry, livestock or other projects. The council, however, with the assistance of its members, can better develop and coordinate projects common to all cooperatives. Thus, a dairy cooperative might well send youth members to the National Dairy Show as an association enterprise, but would fit into the State council program in sponsoring youth groups to the American Institute of Cooperation or participating in a State camp.

Participants in a clinic sponsored by a State Cooperative Council and a State College enjoy barbecue.

Managers

Many federations have programs for managers. This is logical for the phases

Youth delegation to the American Institute of Cooperation...part of a Council activity.

of management relate to the programs of individual cooperatives. However, broad, overall functions and principles of management are the same for all cooperatives. Here the councils have an opportunity to be of service but apparently they are moving into this field rather slowly. Only one secretary estimated that as much as 50 percent of the work in cooperative management in the State was done by the council.

Legislation

Individual cooperatives have a legislative responsibility. Legislators respect and welcome grass-roots contacts. However, these contacts when made as individuals may leave gaps, as well as create overworked areas in the State. Thus, a coordinated approach by the council strengthens the work of the individual member and provides a solid front approach which legislators both welcome and appreciate.

Some association members have been concerned that legislative activities of State councils might adversely affect their relations with other agencies, particularly in the field of education. It is true that educational institutions serve all groups and are nonpartisan in their activities, whereas legislative activities of State councils often require "taking sides," on controversial matters. However, council secretaries state they do not find this a problem. (Table 5 on page 11.) Certainly, though, care and diplomacy are required to prevent difficulties from arising.

At the national level are two associations, one to work with legislative matters and one with education. Such an arrangement at State levels might simplify the work of State councils but the cost probably would keep this from being practical.

Public Relations

It is the responsibility of individual cooperatives to maintain a favorable position with the public. Thus, they have the job of working with organizations in their own operating area and explaining their program to them. However, many business and other types of organizations have Statewide representation and coverage. This furnishes a natural opportunity for State councils to operate at the State level. In like manner, they can prepare and coordinate programs through their membership at the local level. An example is the maintenance of a speakers' bureau.

State councils also partially serve as liaison agents between their member cooperatives and national organizations. Thus, their legislative interests are largely projected through the National Council of Farmer Cooperatives and The Cooperative League of the U. S. A. In like manner, their membership and educational programs, nationally, are reflected through the American Institute of Cooperation. (Table 3.)

TABLE 3.--Affiliations of State councils with National organizations of cooperatives, 1954

Affiliations and name of organizations	Number of councils having affiliations
One affiliation:	
National Council of Farmer Cooperatives	12
Two affiliations:	
National Council of Farmer Cooperatives and American Institute of Cooperation	13
American Institute of Cooperation and The Cooperative League of the U.S.A.	1
Three affiliations:	
National Council of Farmer Cooperatives, American Institute of Cooperation and The Cooperative League of the U.S.A.	4
Total affiliations with each organization:	
National Council of Farmer Cooperatives	[1] 29
American Institute of Cooperation	18
The Cooperative League of the U.S.A.	5

[1] Includes 2 associate memberships and an application for membership which had not been acted upon when table was complied, but does not include one council that was inactive in 1954

WHAT COUNCILS ARE DOING

As mentioned, programs of State cooperative councils include three major divisions or fields of activity. These are legislation, membership and education, and public relations. Roughly, as a group, these councils devoted about three-fifths of their time to membership and education, and about one-fifth each to legislation and public relations in 1954. (Table 4.)

This proportion varied considerably among the various councils. Some considered one field especially important and gave it a great deal of attention, leaving less time available for the other two.

TABLE 4.--Proportion of work devoted to different programs by State councils of farmer cooperatives, 1954

Code numbers of councils	Legislative matters	Membership and education	Public relations
With full-time secretaries			
	Percent	*Percent*	*Percent*
1	35	30	35
2	5	75	20
3	5	90	5
4	15	75	10
5	10	60	30
6	30	30	40
7	20	60	20
8	25	50	25
9	10	80	10
10	5	45	50
11	15	75	10
12	20	70	10
13	10	65	25
14	33	42	25
15	25	25	50
With part-time secretaries			
16	5	90	5
17	10	85	5
18	10	50	40
19	10	60	30
20	5	95	0
21	25	50	25
22	5	90	5
23	50	25	25
24	0	90	10
25	50	50	0
26	15	75	10
27	50	40	10
28	0	50	50
29	0	95	5
30	95	3	2
Average			
With full-time secretaries	19	57	24
With part-time secretaries	25	64	11
For all councils	22	61	17

Analysis of the councils with full-time secretaries and those with part-time ones showed some variations in proportions of their time devoted to the various fields. The part-time secretaries as a group devoted a slightly higher proportion of their time to membership and education and to legislation. This left a substantially smaller proportion for public relations. In contrast, the full-time secretaries devoted more time proportionately to public relations and less to membership and legislation.

Legislation

Legislative problems were one of the first concerns of State councils. In fact, 15 of the 30 active councils reported that legislation was one of the major factors responsible for their organization. However, they are giving less attention, proportionately, to legislative matters now than was the case a few years ago.

Fifteen councils reported in both the 1947 and 1954 surveys on the proportion of their programs devoted to legislation. In 1947, these estimates averaged 25 percent; in 1954, they had dropped to 19 percent. Probably two factors are responsible for this change: (1) Legislative programs have become better organized so that more results are obtained with less effort, and (2) more time is being devoted to membership and public relations programs.

In legislative activities State councils serve their members in a supplementary and in a coordinating capacity. Many association members of councils have their own legislative programs and have had them for a long time. In such cases, council programs are supplementary. Councils often render a valuable coordinating service, weaving programs of individual members into a compact State pattern. Thus they channel the direction of emphasis, prevent overlapping, and eliminate gaps.

State councils perform another coordinating function by serving as the connecting link between member associations and national organizations such as the National Council of Farmer Cooperatives and The Cooperative League of the U. S. A. Practically all State councils belong to the National Council, about one-sixth to the League, and some to both. (Table 3.)

The councils, as a group, reported 22 percent of their efforts in 1954 devoted to legislative programs. (Table 4.) A wide deviation existed, however, from this average as the range was from zero to 95 percent. The greatest range was in the group with the part-time secretaries.

The potential value of full-time secretaries becomes apparent when the legislative programs of the individual councils are studied.

The actual proportion of time given to legislation, an average of 25 percent in the part-time and 19 percent in the full-time group, indicates more relative activity by the groups with part-time secretaries. However, the variation is very wide. Three councils in this group had no legislative program at all. At the other extreme, one council reported 95 percent and three others 50 percent of their time given to legislation. This emphasizes a point made earlier that part-time council secretaries often are forced to emphasize a few major program features and exclude others.

Supplying member associations with information was the legislative service extended by the most councils. (Table 5.) All the full-time secretary group and ten, or two-thirds, of the part-time secretary group provided this service. The secretary or some other council representative usually stayed close to the center of legislative activity during the sessions. Councils also passed on to members legislative information gathered in the State and on the national level information received from the National Council of Farmer Cooperatives or The Cooperative League of the U. S. A.

The second ranking legislative activity was attending hearings and appearing before legislative committees. All except one of the full-time secretary group did this. In that State the responsibility was assumed by a general farm organization.

A high proportion, or 23 of the 30 councils, also turned the information program in the other direction and supplied legislators with cooperative information. This was a valuable service in keeping legislators informed and up-to-date on the position of cooperatives and how they might be affected by certain legislation.

Half the councils kept a voting record of legislators on cooperative matters. They felt that this record was helpful in determining their approach to legislative leaders on matters that interested them.

About one-third, or 11 councils, maintained a field organization to contact legislators. This was chiefly a coordinating activity rather than a specific program for the council staff. Key men among member associations make up this field organiza-

TABLE 5.--Legislative program of 30 State councils of farmer cooperatives, 1954

Program and methods used	Councils with full-time secretaries (15)		Councils with part-time secretaries (15)		Total	
	Number	*Percent*	*Number*	*Percent*	*Number*	*Percent*
Have legislative program						
Yes	15	100.0	12	80.0	27	90.0
No	0	0	3	20.0	3	10.0
Total	15	100.0	15	100.0	30	100.0
Methods of conducting program						
Supply members with legislative information	15	100.0	10	66.7	25	83.3
Attend hearings and legislative committees	14	93.3	11	73.3	25	83.3
Supply legislators with information	14	93.3	9	60.0	23	76.7
Keep a record of voting of legislators on cooperative matters	12	80.0	3	20.0	15	50.0
Maintain field organization to contact legislators	8	53.3	3	20.0	11	36.7

tion. They can be called upon to handle a legislative assignment promptly and systematically.

Membership and Education

State councils gave by far the greatest proportion of their time to membership and education programs in 1954. (Table 4.) About three-fifths of the total activities of the 30 councils were in this field. Again there was a wide variation--from 3 to 95 percent--among the councils in the proportion of total time given to this work. Omitting these extremes, however, most other councils were fairly close to the average. For example, 14, or almost half of the 30, reported from 50 to 75 percent of their time was devoted to this field.

The membership and education programs of these councils included a wide variety of activities and devices for implementing them. In discussing the major programs and tools used, the member of the cooperative is considered to be the farm family.

The members of the State councils, however, are cooperatives. Thus the Council is one step removed from the producers with the cooperatives in between. As a result, direct contacts are limited. A few councils sponsor meetings to which growers are invited and a few send newsletters, bulletins, or special publications to leading producers. However, lines of contact of the councils substantially are with employee representatives of the member associations and through the member associations to the producers.

Publications

State councils used newsletters, regular membership and special publications in reaching their members in 1954. Only three did not supply their membership with a more or less regular publication.

A total of 23 of the 30 councils issued newsletters, 7 regularly and 16 at irregular intervals. Four of the remaining seven

issued regular communications of some kind to their members. All the councils sent their members special publications at some time or another.

Considering the scattered membership and limited general contacts, the councils found sending some type of communication to their members an economical and practical device.

Legal and tax section of Council annual meeting.

Programs for Directors

As directors concern themselves with the policies of their associations, activities and programs for them are important to the councils. All councils gave some attention to directors' activities and responsibilities, although not all had formal programs. (Table 6.)

A total of 21 had organized programs. Among the nine who did not, two were in the group with full-time secretaries and seven in the part-time group. In other words, only eight, or 53 percent, of the 15 councils with part-time secretaries found it possible or practical to set up a part of their program specifically for directors.

Directors' programs are divided between those of the council and those of the large

TABLE 6.--Programs of 30 State councils for directors of farmer cooperatives, 1954

Program and methods used	Councils with full-time secretaries (15)		Councils with part-time secretaries (15)		Total	
	Number	*Percent*	*Number*	*Percent*	*Number*	*Percent*
Have program						
Yes	13	86.7	8	53.3	21	70.0
No	2	13.3	7	46.7	9	30.0
Total	15	100.0	15	100.0	30	100.0
Type of program						
Directors' responsibilities	12	80.0	7	46.7	19	63.3
Member relations	13	86.7	6	40.0	19	63.3
Cooperative information	13	86.7	5	33.3	18	60.0
Tax problems	12	80.0	6	40.0	18	60.0
Public relations	12	80.0	4	26.7	16	53.3
Other	3	20.0	0	0	3	10.0
Methods of conducting programs						
Clinics or workshops	11	73.3	5	33.3	16	53.3
Newsletter	8	53.3	5	33.3	13	43.3
Correspondence	10	66.7	2	13.3	12	40.0
Conferences	10	66.7	2	13.3	12	40.0
Bulletin	6	40.0	0	0	6	20.0
Other	1	6.7	1	6.7	2	6.7

organizations or federations that are members of the councils. There is an important place for director training in programs of individual cooperatives. Subjects relating particularly to the activities of a single association and its peculiar problems are especially applicable.

However, the basic functions and responsibilities of directors are the same in all organizations. Thus, there is a place for the councils to render service in this overall field and they are moving into this area. Seven councils estimated that they conducted 50 percent or more of the work on director programs in their States.

The major problems with which councils assisted directors were those of their specific responsibilities and member relations. These were followed by cooperative information, tax problems, and public relations. (Table 6.) Roughly, two out of three councils maintained some type of activity in these fields. About a two to one ratio existed between the full-time and the part-time secretaries in maintaining these activities.

Clinics, workshops, and conferences were the major direct methods of handling the director phases of the council programs. Sixteen councils sponsored workshops; 12 held conferences. Indirect methods used were publications and correspondence.

Programs for Managers

All councils conduct some programs for managers of cooperatives. As with directors' programs, 21 of the 30 councils have formalized programs and 9 do not. (Table

A Council sponsored a 1-week school just for cooperative managers.

State cooperative council and State department of vocational agriculture jointly sponsor a workshop for teachers at summer retreat.

TABLE 7.--Programs for managers of farmer cooperatives conducted by 30 State councils, 1954.

Program and methods used	Councils with full-time secretaries (15)		Councils with part-time secretaries (15)		Total	
	Number	*Percent*	*Number*	*Percent*	*Number*	*Percent*
Program conducted for managers						
Yes	14	93.3	7	46.7	21	70.0
No	1	6.7	8	53.3	9	30.0
Total	15	100.0	15	100.0	30	100.0
Type of program						
Cooperative information	14	93.3	7	46.7	21	70.0
Member relations	12	80.0	6	40.0	18	60.0
Tax problems	14	93.3	4	26.7	18	60.0
Public relations	13	86.7	3	20.0	16	53.3
Press	10	66.7	0	0	10	33.3
Employee relations	8	53.3	1	6.7	9	30.0
Radio	6	40.0	0	0	6	20.0
Visual aids	4	26.7	1	6.7	5	16.7
Management training	3	20.0	1	6.7	4	13.3
Merchandising	1	6.7	0	0	1	3.3
Other	1	6.7	2	13.3	3	10.0
Way program is conducted						
Clinics or workshops	12	80.0	7	46.7	19	63.3
By correspondence	12	80.0	2	13.3	14	46.7
Conferences	11	73.3	2	13.3	13	43.3
In newsletter	7	46.7	2	13.3	9	30.0
In bulletin	6	40.0	0	0	6	20.0
Other means						
General or district meetings	2	13.3	1	6.7	3	10.0
Personal calls	1	6.7	0	0	1	3.3

7.) All but one of the councils with full-time secretaries have such a program. On the other hand, 8 of the 15 in the part-time group do not.

Major activities of the councils directed especially to managers were supplying cooperative information, assisting with membership and public relations, and giving information and assistance on tax problems. (Table 7.)

Twenty-one of the group supplied cooperative information. Of these, 14 or two-thirds, were in the full-time secretary group. Eighteen had member relations programs, again two-thirds in the full-time executive secretary group. Eighteen also provided information and leadership in tax problems, 14 of these in the full-time secretary group.

Other activities claiming lesser proportions of the various councils' work in the field of managerial assistance were supplying press releases and visual aids, information on employee relations, assistance with radio programs, and assistance with management training and merchandising.

As with directors' programs, the workshop or clinic was the favorite tool. Nineteen used this method. Several councils held joint workshops for directors and managers, sometimes with separate sections for each, but usually with the groups combined. Correspondence and publications were indirect methods used. Thirteen of the group held individual conferences on management programs.

The most extensive activities of councils with managers was in the field of services

or information for their use. This was necessary and worthwhile. However, it left the field of management, as such, almost untouched. This was in sharp contrast to the emphasis given to the subject of directors' responsibilities.

Youth and Other Field Programs with Educational Leaders

Cooperatives are developing extensive programs with leaders in secondary education. Generally these leaders are in three groups, namely, vocational agriculture instructors, 4-H Club leaders, and other youth groups. (Table 8.)

Youth programs are the most extensively developed and probably the fastest growing of any State council activity. This is seen by comparing the number of State councils with youth programs in 1947 and 1954. (Table 2.)

Table 9 shows 25 of the 30 councils reporting an active youth program in 1954. Two additional councils added youth features to their programs in 1955.

Councils conduct most of their youth activities through the organizations already mentioned--4-H Clubs, Future Farmers of America, and other youth groups. In many instances these programs focus on contests, with awards of trips or tours. They sponsor several types of contests--quiz, public speaking, and essay.

Vocational agriculture groups have participated slightly more than have 4-H clubs in these programs, and both of these have been more active than other youth groups. In general, councils with part-time secretaries have had the stronger youth programs.

As mentioned, there is a definite place in the overall youth activities for both the council and its member associations. The councils are younger, so their programs are

TABLE 8.--Field programs of 30 State councils of farmer cooperatives for vocational agriculture teachers, extension workers, and other leaders 1954

Programs and methods used	Councils with full-time secretaries (15)		Councils with part-time secretaries (15)		Total	
	Number	*Percent*	*Number*	*Percent*	*Number*	*Percent*
Have program						
Yes	14	93.3	12	80.0	26	86.7
No	1	6.7	3	20.0	4	13.3
Total	15	100.0	15	100.0	30	100.0
Features of program						
Supply leaders with cooperative information	12	80.0	10	66.7	22	73.3
Supply educational or teaching material	11	73.3	10	66.7	21	70.0
Assist members in developing programs with educational leaders	8	53.3	6	40.0	14	46.7
Sponsor training programs	4	26.7	7	46.7	11	36.7
Other	4	26.7	1	6.7	5	16.7
Method of conducting program						
Conferences	12	80.0	7	46.7	19	63.3
Including them on mailing list	10	73.3	9	60.0	19	63.3
Correspondence	9	60.0	8	53.3	17	56.7
Clinics	4	26.7	4	26.7	8	26.7
Tours	4	26.7	4	26.7	8	26.7
Other	2	13.3	1	6.7	3	10.0

Representatives of F. F. A. chapters receive A. I. C. awards from official of State Council.

newer. However, as evidence of the increased activities of the councils, 11 secretaries estimate that one-half or more of the youth programs in cooperation are handled by the councils.

First step in a youth program is getting the activity established. A second and equally important step is capitalizing on achievements for the information of other groups. Full-time secretaries are using youth activities to further other programs more than part-time groups. For example, they are making greater use of F.F.A. chapters and others at council and other cooperative meetings. (Table 9.)

Youth activities of State councils should be considered as an integral part of the work with educational agencies and leaders. Supplying these leaders with information and materials, assisting member associations with their programs, and training leaders are all basic cornerstones to a successful youth program.

4-H demonstration team presentation is one of the features of council annual meeting.

TABLE 9.--Youth activities of 30 State councils of farmer cooperatives, 1954

Type of program	Councils with full-time secretaries (15)		Councils with part-time secretaries (15)		Total	
	Number	*Percent*	*Number*	*Percent*	*Number*	*Percent*
Have youth program:						
Yes	[1] 13	86.6	12	80.0	25	83.3
No	2	13.4	3	20.0	5	16.7
	15	100.0	15	100.0	30	100.0
Sponsor contests:						
F.F.A. Chapters	10	66.7	11	73.3	21	70.0
4-H Clubs	4	26.7	9	60.0	13	43.3
Other youth	5	33.3	2	13.3	7	23.3
Sponsor trips or tours:						
F.F.A. Chapters	9	60.0	10	66.7	19	63.3
4-H Clubs	7	46.7	8	53.3	15	50.0
Other youth	4	26.7	1	6.7	5	16.7
Sponsor scholarships:						
F.F.A. Chapters	4	26.7	0	0	4	13.3
4-H Clubs	0	0	1	6.7	1	3.3
Other youth	0	0	0	0	0	0
Feature activities at council meeting:						
F.F.A. Chapters	10	66.7	7	46.7	17	56.7
4-H Clubs	6	40.0	7	46.7	13	43.3
Other youth	5	33.3	0	0	5	16.7

[1] One council reported youth activities, but no definite program.

In 1954 all the councils did some work with these educational leaders, and all but four had formalized activities. The work of part-time secretaries in this field about equaled, and in some instances, exceeded that of the full-time secretaries. This was partially because several part-time secretaries were already in touch with leaders of youth groups as employees of educational institutions.

Supplying these leaders with information and educational or teaching materials was the leading point of service. (Table 8.) Over two-thirds of the councils reported this as a regular activity. Helping member associations develop programs with these educational leaders was next in importance. The drop, however, is rather marked as only 14 reported it.

Eleven of the 30 councils sponsored training programs with these leaders. The 11 included 4 with full-time and 7 with part-time secretaries.

Conferences and clinics were the two direct contact methods of getting these programs across. Conferences were used by 19 councils, clinics by 8. The other methods were indirect, such as correspondence and including on mailing lists.

Programs for College Educational Leaders

Only 14 councils, or slightly less than half, reported any definite activities with colleges in 1954. Of these, 11 were councils with full-time secretaries. (Table 10.)

Supplying teaching material or information to be used in research was the most important activity. Eleven of the 14 participating councils did this. By providing local illustrations and information on coopera-

tives within the State, councils are making a valuable contribution to academic courses in agricultural cooperation.

Four councils helped plan research projects in cooperation in 1954 and only one contributed to adapting the teaching course.

Women's Programs

The farm wife has the same interest in and responsibility for the portion of the farm business now turned over to the cooperative that she had when the activity was maintained within line fences of the family farm. The activities, however, are different and opportunities to assist and serve have not always been presented.

Some progress is being made in giving women a part in cooperative activities. Member associations probably have done more along this line than the councils. Only 5 of the 30 councils reported activity of this sort. (Table 11.) All had full-time secretaries.

Four councils had a section or special feature for farm women as a part of the annual meeting. One council reported a cooperative tour for homemakers and another a farm women's section at its management school. This is an encouraging start, but there is a long way to go before homemaker sections are part of all council programs.

State Council honors retiring Extension Marketing Specialist at testimonial dinner.

TABLE 10.--Programs of 30 State councils of farmer cooperatives with college leaders, 1954.

Programs and methods used	Councils with full-time secretaries (15)		Councils with part-time secretaries (15)		Total	
	Number	*Percent*	*Number*	*Percent*	*Number*	*Percent*
Have program						
Yes	11	73.3	3	20.0	14	46.7
No	4	26.7	12	80.0	16	53.3
Total	15	100.0	15	100.0	30	100.0
Way program is conducted						
Supply teaching or research material	9	60.0	2	13.3	11	36.7
Plan joint programs	8	53.3	1	6.7	9	30.0
Plan research	4	26.7	0	0	4	13.3
Plan curricula	1	6.7	0	0	1	3.3
Plan scholarships	1	6.7	0	0	1	3.3

Public Relations

Public relations is the third and smallest major segment of council programs in percent of time devoted to it. Councils as a whole reported that 17 percent of their efforts were in the field of public relations in

1954, compared with 22 percent on legislative matters and 61 percent on membership and education. (Table 4.)

Generally speaking, cooperative councils are increasing their attention to public relations.

The range in emphasis various councils put on public relations in 1954 was quite wide. Two councils reported no work in this field at all, while three estimated that 50 percent of their time was in this field. The others were much more uniformly grouped with 14, or almost half the estimates, between 10 and 25 percent.

The ladies have a special luncheon at Council annual meeting.

TABLE 11.--Women's programs of 30 State councils of farmer cooperatives, 1954

Program	Councils with full-time secretaries (15)		Councils with part-time secretaries (15)		Total	
	Number	*Percent*	*Number*	*Percent*	*Number*	*Percent*
Have program						
Yes	5	33.3	0	0	5	16.7
No	10	86.7	15	100.0	25	83.3
Total	15	100.0	15	100.0	30	100.0
Time programs are conducted						
Annual meeting	4	26.7	0	0	4	13.3
Co-op tour day	1	6.7	0	0	1	3.3
Management school	1	6.7	0	0	1	3.3

A fairly wide range also existed between the amount of time spent on public relations by councils with full-time and those with part-time secretaries. The full-time secretaries averaged 24 percent of their energies devoted to public relations and rated it as their second activity. The part-time secretary group averaged 11 percent, the lowest of either group for any of the three major activities.

Individual associations do more work in public relations than the councils do. Of 21 secretaries making estimates, four mentioned their councils as being the major factor in public relations in the State, seven estimated work was about evenly divided, while 10 said the council was doing a minor part.

Though the percent of total time the councils devoted to public relations was fairly low, all but two were doing something about it. (Table 4.) The particular activities fell into two groups--(1) those sponsored directly by the council and (2) those in which the council assisted members.

In the first class were general press releases which were issued either regularly or occasionally by 21 councils. (Table 12.) In the second class, 18 councils supplied member associations with press material to be used in their own releases. About a third maintained services for the general public and for their members. Examples of these were speakers' bureaus and the maintaining of films, film strips, and other visual aids to be supplied on request.

A group of councils in the Midwest have been working together to put out a series of advertisements for weekly newspapers that will present facts about cooperatives.

Some of the councils also use radio and television programs and have exhibits at fairs and other gatherings to help in their public relations activities.

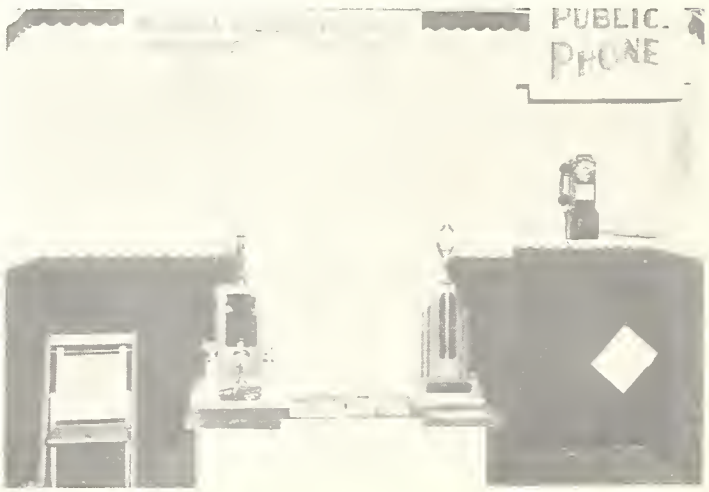
TABLE 12.--Public relations programs of 30 State councils of farmer cooperatives, 1954

Program and methods used	Councils with full-time secretaries (15)		Councils with part-time secretaries (15)		Total	
	Number	*Percent*	*Number*	*Percent*	*Number*	*Percent*
Have public relations program						
Yes	15	100.0	13	86.4	28	93.4
No	0	0	2	13.3	2	6.6
Total	15	100.0	15	100.0	30	100.0
Issue press releases:						
Regularly	2	13.3	0	0	2	6.7
Occasionally	12	80.0	7	46.7	19	63.3
None	1	6.7	8	53.3	9	30.0
Total	15	100.0	15	100.0	30	100.0
Supply members with press material for their programs	10	66.7	8	53.3	18	60.0
Maintain a speakers' bureau	7	46.7	3	20.0	10	33.3
Maintain films, film strips, or visual aids	8	53.3	3	20.0	11	36.7
Groups with whom council works						
Civic clubs	14	93.3	7	46.7	21	70.0
Chambers of commerce	12	80.0	8	53.3	20	66.7
Lawyers	9	60.0	6	40.0	15	50.0
Bankers	8	53.3	4	26.4	12	40.0
High schools	7	46.7	3	20.0	10	33.3
Clergy	6	40.0	1	6.7	7	23.3
Colleges	6	40.0	6	40.0	12	40.0
Consumers	6	40.0	1	6.7	7	23.3
Labor	5	33.3	1	6.7	6	20.0

Some of them also sponsor tours for non-members to show them cooperaive facilities and to give city and town people a better understanding of cooperatives.

People form their opinions in two ways. Sometimes they analyze information and situations themselves. At other times they accept opinions already formed by persons in whom they have confidence. Here the councils fit into the picture. They have an opportunity to work with State and regional organizations to which various local groups belong. Information obtained and resulting opinions formed all filter down to the individual civic group.

Councils work on a State or regional basis with chambers of commerce, civic



The State Fair is a good place for the public to see the Council in action.

clubs and associations of bankers and lawyers. Religious groups and labor and consumer organizations, schools and colleges also usually have overhead organizations with which the council can work advantageously, while the member associations of the council are working on a community basis.

About two-thirds of the secretaries reported definite activities with chambers of commerce and civic clubs in 1954. These contacts are at two levels: (1) through the State organizations, and (2) with the organizations in the community in which the council office is located. A smaller number of councils reported work with the other business and professional groups mentioned. In all cases councils with full-time secretaries reported higher participation in this type of work.

HOW COUNCILS ARE FINANCED

A wide range exists in the size of budgets of the State councils and in methods of financing or raising these budgets. In 1954 budgets ranged from about $300 to $47,000. (Tables 2 and 13.)

The combined budgets of all councils increased about 30 percent between 1947 and 1954. While the general increase was substantial, it was by no means uniform. In fact a few decreased their budgets.

Councils obtained funds by four different methods or a combination of two or more of these four: (1) A flat fee or assessment, (2) a percentage of gross volume of business handled, (3) a percentage of net savings, and (4) payment according to the number of members.

Each method has advantages and disadvantages and councils often combine two or more in an effort to find a plan acceptable to all members.

Sixteen of the 30 councils used only one method in 1954. Among these, six used the flat fee or the same charge to all members. This method presents problems when there is a wide range in size of member associations and their ability to pay.

Seven councils used the second method, a percentage of gross volume. This method is sometimes difficult to apply equitably because of wide variation in service cooperatives perform when handling products.

Net savings, or the third method, was used the least, being reported by only one council. Many of the difficulties of the gross volume method become more acute when assessments are made on net savings. Associations that extend services find this method quite difficult. It is also a problem to both marketing and farm supply associations.

Two councils determined charges by the number of members, or the fourth method. Again in many instances the wide variety of services performed for members makes this an inequitable method.

Fourteen, or almost half the councils, used a combination of these four methods. (Table 13.) Twelve combined two of them, the most frequent combinations being the first and second methods. Two councils combined three or the flat fee assessment on gross volume and a charge according to the number of members.

In actual practice the method of financing seems more of a guide or goal than a fixed procedure. Apparently most councils set up a formula and then get as close to it as possible. Some have supplementary budgets in addition to those for official operation. For example, members may make freewill offerings to finance a particular activity such as a special youth program.

A combination of several methods of financing generally seems most satisfactory. However, no one formula will fit all councils. Each council can best determine its own method by studying its membership and their abilities and interests. Based on this analysis, a method adapted to its particular needs can be devised.

HOW WELL COUNCILS ARE OPERATING

A review of State cooperative council programs should be made against a background of the conditions in the councils as they exist. The review should consider this background from at least two standpoints:

1. The overall opportunity of councils to be of service to their member associations and thus to farmers.

2. The current facilities of the councils.

Councils are developing their overall op-

TABLE 13.--Methods of financing activities used by 30 State councils of farmer cooperatives, 1954

Code numbers of councils	Methods used in determining membership dues					Associate members pay fee
	Flat fee	Gross volume	Net savings	Number of members	Combination of two or more methods	
	(1)	(2)	(3)	(4)	(5)	
1.....	-	√	-	-	-	(1)
2.....	-	-	-	-	1 & 3	√
3.....	[2] √	-	-	-	-	(1)
4.....	[2] √	-	-	-	-	None
5.....	√	-	-	-	-	(1)
6.....	-	-	-	-	1 & 2	(1)
7.....	-	√	-	-	-	√
8.....	-	-	-	√	-	√
9.....	-	-	-	-	3 & 4	(3)
10.....	-	√	-	-	-	None
11.....	√	-	-	-	-	None
12.....	-	-	-	-	1,2 & 4	√
13.....	-	√	-	-	-	√
14.....	-	-	-	-	1,2 & 4	None
15.....	-	-	√	-	-	√
16.....	-	-	-	-	2 & 4	(1)
17.....	-	-	-	-	1 & 2	None
18.....	-	-	-	-	2 & 3	(1)
19.....	[4] √	-	-	-	-	None
20.....	-	√	-	-	-	(5)
21.....	√	-	-	-	-	(3)
22.....	-	-	-	-	1 & 2	None
23.....	-	-	-	-	1 & 3	None
24.....	-	-	-	-	1 & 2	(3)
25.....	-	√	-	-	-	√
26.....	-	-	-	√	-	(1)
27.....	-	-	-	-	1 & 2	(1)
28.....	-	√	-	-	-	None
29.....	-	-	-	-	2 & 3	(1)
30.....	-	-	-	-	2 & 4	(3)
Totals....	6	7	1	2	14	7

[1] Council has no provision for associate members. [2] Plus voluntary contributions. [3] No information received. [4] Plus an assessment if needed. [5] Provision for associate members, but none at present.

portunities in some detail, but much still remains to be done. The answer is not merely to catalog the activities that are now omitted from the program, add them up and put them into the plan of work. While programming these items will assure better coordination and a more uniform approach, it is not the sole answer.

To a large extent the answer lies in providing more facilities. When visiting a council office today, you generally find a small staff, overworked and putting in overtime. In most cases, programs cannot be expanded to any appreciable degree unless additional staff and other facilities are provided.

Council Secretaries' Review

The council secretaries were asked to indicate the strong points and limitations of their programs and activities, (Table 14.) Twenty-seven of the 30 secretaries made one or more comments.

Strong Points

Youth activities, legislation, and public relations received the largest number of comments that they were the strong-point activities in that order. Eight secretaries listed their youth program as the outstanding feature; 7 mentioned legislation; 4,

public relations. Other strong features were good member relations; established contacts with members, directors, and managers; program coordination; employee relations; and meetings. A number of these points and their importance are reflected in the analysis and discussion in the previous section of this part of the report.

Limitations

In the opinion of the secretaries, limited budgets were the number one hurdle to

TABLE 14.--Appraisal of council activities by secretaries of 27 State councils of farmer cooperatives, 1954

Items of appraisal	Number of councils
Strong points	
Program:	
Strong youth program	8
Good legislative program	7
Good public relations program	4
Good member relations program	2
Increasing interest and support by boards of member associations	2
Well balanced program	1
Good program at local level	1
Worthwhile service on limited program	1
Outstanding men on council board	1
Getting members to work more together both at local and State level	1
Direct service to members	1
Reach most directors and managers	1
Assisting cooperatives with activities	1
Having contacts in right place at right time	1
Ready with united front for important issue, ready to help members	1
Good annual and other meetings	1
Good employee relations	1
Limitations	
Limited budget	12
Staff:	
Part-time secretary	8
Staff too small	5
Too much of secretary's time spent in visiting members to keep money coming in	1
Program:	
Program too weak and too restricted	4
Large organizations tend to hinder program	2
Lack of strong youth program	1
Lack of public relations program	1
Too little assistance to members on member relations programs	1
Work spread too thin over too many activities	1
Limited program because of diverse business interests of cooperatives and lack of development of cooperatives	1
Limited legislative program and public relations - local organizations should do more work at local level - council can only aid	1
Boards not progressive, too little contact, poor distribution of board	1
Small membership	1
Handicapped somewhat by unanimity rule	1
Council not used enough	1
No effort made to get more farmers' interest nor to educate general public as to role of cooperatives	1
Opinions divided as to functions of council	1

council programs. Twelve of the group mentioned this specifically, 13 others less directly. (Table 14.) Eight considered part-time secretaries a limitation and 5 others mentioned the need of additional staff. One secretary felt that he had to devote too much of his time to budget-raising.

The secretaries thought a lack of understanding of council functions and its relationships to its members was another limitation. Four felt this weakened and restricted programs. Two felt programs of large member-associations either overlapped or limited those of the council.

Ten other comments pointed up the desirability for more study of the council's place in State programs and the relationship between council activities and those of members. In general, the ideas of the secretaries support the analysis of the council programs.

Program Analysis

Within the limits of budgets and available facilities, this survey shows the State cooperative councils are doing a good job.

Councils are making progress with membership, budgets, and overall programs.

Councils are currently hampered by lack of interest on the part of some members, limited finances, and small staffs. These are all interrelated.

Perhaps, the greatest evidence of limited understanding and interest is the fact that only about one-fifth of the eligible farmer cooperatives are members of councils. Encouraging progress is being made in this field but there is still much to be done. Improving the understanding of the functions of councils among the leaders of present member-associations is also important.

Legislation

Legislation is a basic part of democracy. Assisting in its development is a responsibility of all groups, including cooperative councils.

Wide variation in the emphasis cooperative councils place on legislation is to be expected. This results from the great difference in conditions among the States. Owing to the wide range in legislative situations among the councils and their member cooperatives, no attempt has been made to evaluate the individual activities.

However, to most effectively serve their member cooperatives and, in turn, the farmers, it would seem that legislation should have a balanced place in the council programs. With this in mind, the nine councils who devoted from zero to five percent of their time to legislation in 1954 might well review their programs. Conversely, the council, that spent 95 percent of its time on legislative matters may be overlooking an opportunity to serve its members in the other fields.

Membership and Education

Councils in general devote three-fifths of their time to membership and education. Thus, many of their important projects are in this field. Valuable work is being done by councils in all segments of membership and education. However, more progress is being made in some segments than others.

The stronger features of council membership and education programs are those with youth, field programs with agricultural teachers, and programs with directors, extension workers, and other leaders.

Youth and Field Programs with Agricultural Workers.--As mentioned, councils are expanding their programs with youth groups. This is one of the few council activities in which the part-time secretaries have programs equal to and in some cases exceeding those of the councils with full-time secretaries. There is still some distance to go, however, as five councils do not as yet have youth programs.

Cooperative councils' strong youth programs are reflected in their work with leaders in secondary education such as vocational agriculture teachers, and those working with Future Farmers of America, 4-H Clubs, and other youth groups. This is the councils most effective contact with educational agencies.

Supplying information and teaching materials is valuable and necessary. However, its successful use depends upon, first, having a program and, second, a knowledge by the local people of the program and of the methods and techniques for carrying it out.

The responsibility for initiating activities with the educational leaders rests with the cooperatives. The direct contact is with the associations right in the community where the schools and clubs are located. The management of the associations is occupied with other matters. Many, however, are interested and will carry out a program. However, they need assistance and leadership in developing it. This is a definite opportunity for the councils.

Turnover among teachers and other leaders is great. New faces are constantly appearing. Leaders are busy with many demands on their time. Much confusion of ideas about cooperatives exists among them. Thus training programs, probably a series of clinics or workshops sponsored by the councils or jointly sponsored with the State agencies in this field, can assist these workers greatly.

Directors' Programs.--Over two-thirds of the councils are conducting extensive programs with directors. They have a special opportunity in the overall field of directors' responsibilities as these do not duplicate the work of large member federations with their directors. There is still some distance to go to establish complete coverage, however, as 9 councils do not as yet have directors' programs.

The workshop or clinic is an ideal method of reaching scattered boards of directors. It is also economical from the standpoint of the small council staffs. Thus until there is a greatly increased understanding of the basic responsibilities of directors, membership relations, cooperative information, and taxes, the use of clinics and workshops by all councils would seem to be worth considering. Although these are valuable only 16 or one more than one-half were holding them for directors in 1954. (Table 6.)

Women's Programs--Based on the concept that cooperatives are an extension of the family farm business, the farm wife has a place in cooperative programs and responsibilities. This also extends to the cooperative council. This idea is taking hold slowly and is lagging behind other membership activities. At present only 5 of 30 councils report activity in this field. There is an urgent need for more attention to this phase by the five who are giving it some attention and a greater need for those who have not yet begun.

Research, Teaching, and other Campus Projects.--The councils have a great opportunity to work with colleges but this activity is somewhat under-developed. (Table 10.) Only 14, or slightly less than half, reported any definite activities with the colleges in 1954. Of course all of them do some work along this line but the activity is not organized as a definite part of the council program.

In this work they have an advantage over their member associations as they are not usually identified with trade problems. Probably owing to long established contacts of some member associations, councils have moved slowly into this work. This activity could be greatly expanded by the councils, leaving more time for their member associations to concentrate on the technical phases of their activities when contacting the colleges.

The most that is being done is supplying teaching material. This is an important service. However, there are opportunities for other valuable services.

Actual planning of the research and the curriculum for the courses that are taught are really undeveloped opportunities for councils. Only 4 engaged in planning research projects in cooperation and only one contributed to adapting the teaching course.

In some places cooperative research is lagging. Part of the cause might be that leaders in research are not encouraged to develop cooperative projects or have not had vital research needs presented to them. No one is in better position to do this than the State cooperative councils. A continuing review of cooperatives' research needs with college workers is a proper part of any council program.

Programs for Managers.--Another point is work with managers and key employees on management problems. Services such as supplying cooperative information and assistance with tax and membership problems are important. However, councils are leaving the great field of management functions almost untouched. This is in contrast to the work with directors in which 19 councils are working on directors' responsibilities. Efficient managers are essential if cooperatives are to meet the challenge of economic changes and the mounting complexity of business operations. Yet only 4 councils reported a specially organized activity in this field. (Table 7.) This is a feature that councils could stress without duplicating the programs of member associations.

Public Relations

Public relations is of increasing importance to cooperatives. A more widespread understanding of farmer cooperatives is needed on Main Street. It can be assumed that a high proportion of any misunderstandings is based on honest differences of opinion or inadequate information. Thus an organized approach to the public with the case of the cooperatives would seem justified on the part of all councils. All but two are doing something along these lines. In general, these activities are in the serv-

ice, information, or assistance field and include issuing press releases, maintaining speakers' bureaus and film libraries, and assisting members with their programs.

An opportunity for more effective work seems to exist with a positive approach to State organizations of business and professional workers. The councils are in a favored position to supply these groups with information on cooperatives, their objectives and activities. Equipped with this information, if favorably impressed, these organizations will pass it on down to their members in the local communities.

Part II--Reports on Individual Councils

Thirty State councils of farmer cooperatives now have active programs. Through these programs councils gather and disseminate educational and legislative information to some 3,000 farmer cooperative members and help to coordinate their activities on a Statewide basis. They foster and promote the welfare of farmer cooperatives by bringing together cooperatives and other organizations for studying, discussing and solving mutual problems.

To have trained men for future jobs with these associations, the councils are emphasizing youth training. Members of the councils work with business friends and neighbors in civic and social affairs.

Statements on the organization and activities of each council follow in alphabetical order of the councils.

AGRICULTURAL COUNCIL OF CALIFORNIA[3]

The Agricultural Council of California, organized as the Agricultural Legislative Committee on December 12, 1919, was the first State body representing farm commodity associations to function in the United States. As the original name implies, the primary purpose of the organization was to represent agricultural producers in legislative matters. In this capacity it has developed and maintained a strong legislative voice.

As time went by, it became obvious that a central group could make significant contributions to the welfare of farmers in other fields. Gradually, the Agricultural Legislative Committee expanded its program to include educational and public relations activities. In recognition of the increased scope of responsibilities, the name was changed in 1933 to the Agricultural Council of California.

Represents 70,000 Farmers

Membership is open to farmers' marketing and farm supply cooperatives and service organizations set up by producers of agricultural commodities for their own use. General farm organizations and public agencies interested in agriculture are not eligible for membership, but officers of Statewide general farm organizations have a standing invitation to attend Council meetings. At the close of 1954 the Council was representing about 70,000 California farmers through 40 member associations.

Basic control of the Council is vested in a board of directors, composed of one representative designated by each member association. In 1954 there were 40 directors on the board. An executive committee consisting of the president, vice-president, any honorary presidents, and nine other members is selected from the board. It is responsible for the general conduct of the business between regular meetings of the board.

The board of directors meets semi-annually except in years in which the State legislature is in general session. Then from one to three extra meetings are held to consider pending legislation affecting agriculture and the budgets of the State Department of Agriculture and the College of Agriculture, University of California.

The Council employs an executive secretary, an assistant executive secretary, a director of information (a newly created post), and office personnel. The director of information is primarily responsible for educational work with the different youth groups within the State. In addition, he has various duties in the general field of public relations.

[3] The authors are indebted to Allen F. Mather, executive secretary, for preparing a tentative draft and for his review of the final statement.

The Council appoints committees, as the need arises, to formulate basic policies for recommendation to the board of directors and to advise with the staff on details of the Council program. Long-standing committees include the auditing and finance, state budgets, cooperative education, and membership. More recently two others have been appointed: a water committee to consider appropriate methods of conserving and utilizing California's most important natural resource, and an evaluation committee to examine thoroughly Council operations to see if it is furnishing maximum service.

The Council is supported by annual assessment of member organizations. Marketing cooperatives are assessed on the basis of gross returns to the growers at first delivery point; farm supply cooperatives, on the value of products supplied less service charges. The rate has varied during the years from $85 to $155 per million of gross returns, depending upon the activity which the Council plans to undertake during the year.

The work of the Council is about equally divided among three general programs--legislative, public relations, and educational work with members and youth groups.

Continuous Legislative Program

A continuous legislative program has kept members informed on proposals introduced into the State legislature and enabled them to voice their approval or disapproval. Suggestions for improvements in existing laws have been made, and information pertaining to farmer cooperatives and to agriculture generally has been furnished legislators to aid in preparing bills.

The Council assists farmers in organizing committees to stimulate general and specific interest in legislation affecting agriculture and particularly cooperatives. These committees encourage better understanding between farmers and lawmakers.

A summary of bills of interest to agriculture is published early during each General Session of the California Legislature. Newsletters are issued as needed to keep all members abreast of legislative developments and particularly those affecting cooperatives.

The Council also serves as a liaison between farmers and the many administrative branches of government.

Public Relations Activities

In the field of public relations, the Council maintains close and continuing contact with organizations representing other segments of the California economy. Staff members serve on committees of the State Chamber of Commerce and the chambers in San Francisco, Los Angeles, and Sacramento. Most contacts with civic and service clubs and consumer groups are maintained through producers and the staff of member associations.

Close working relationship is maintained with the newspapers of the State, as well as the radio and television stations. The executive secretary writes a weekly column, "The Farmers Corner," featuring topics of general interest and information about agriculture and farmer cooperatives. It goes to all California newspapers and radio and television stations.

The Council cooperates with the State Extension Service and the Berkeley Bank for Cooperatives in activities designed to bring about a better understanding of cooperative principles and activities. Included in such common endeavors are meetings throughout the State for directors of cooperatives and conferences for staff personnel of cooperatives.

In 1955 the Council produced a half-hour film depicting the contributions made by farmer cooperatives in California to the economic welfare of the State and the welfare of the individual consumer. This film, Growing Gold, is designed for showing to groups ranging from farm gatherings to the general public.

Every year the Council makes detailed studies of the work and the budgets of the State Department of Agriculture and of the College of Agriculture, University of California. The studies give farm people a better understanding and appreciation of the activities and problems of these institutions. Preparing the studies also brings administrators of the institutions and farm leaders together.

Regional winners, among 3,900 participants in F.F.A. quiz contest. The contest is sponsored by the California Council. The assistant secretary and information director have joined the group.

Rural Youth Program

The Council and its member associations sponsor educational programs for rural youth. An extensive program, initiated 20 years ago, is presented annually to Future Farmers. This program is conducted by educational committees from farmer cooperatives in the several regions of the State. It makes available informational material on the principles and activities of farmer cooperatives.

A two-week period of study culminates in local and sectional quiz contests, with cash prizes and plaques for individual and chapter winners. The highest scoring student in the State and the teacher of the highest scoring chapter are given the opportunity to attend the annual meeting of the American Institute of Cooperation as the Council's guests. The Council sends regional student winners to the annual Youth Leadership Training Conference sponsored by the California Farm Bureau Federation.

The California Bureau of Agricultural Education credits the Farm Co-op Quiz Program with the highest percentage participation of any co-curricular activity in the State's vocational agriculture program.

With the appointment of a director of information, the Council plans to expand its work with other rural youth groups in California.

COLORADO COOPERATIVE COUNCIL, INC.[4]

Colorado Cooperative Council, Inc., was formed in 1937. In 1944 some major changes were made in the bylaws and program activities were increased. Representatives

[4] The authors are indebted to Alton Scofield, executive secretary, for preparing a tentative draft and for reviewing the final statement.

from 50 cooperatives in the State reorganized the Council December 19, 1952, to bring it into closer contact with local cooperatives and their leaders and to make it more active and useful to cooperative organizations.

Any incorporated agricultural marketing, bargaining, purchasing, or service cooperative, within or without the State, may become a regular member. In addition, the Farm Bureau, Grange, and Farmers Union are eligible for membership. The Council may admit associate members but has none at the present time. Individuals and officials representing public and semipublic agencies interested in the objectives of the Council or of the cooperatives may become honorary members. In 1954 the Council had 90 regular members, but no associate or honorary members.

State Divided into Areas

For a closer contact with local associations, the State is divided into 10 areas, each with its own elected officers. The president of each area serves as one of the 10 directors of the State Council. The area boards meet monthly and the State board meets quarterly.

An executive committee of three conducts the business between board meetings. One member represents the eastern part of the State, one the western part, and one is chosen at large.

The Council has six standing committees--legislative, finance, membership, program, youth, and women's activities. Similar committees are set up at the area level and the chairman of an area committee automatically becomes a member of the corresponding State committee.

The Council is financed by membership fees and pledges. The fee for regular members is $25 a year. Additional funds are obtained by pledges from the different areas. The fees are proposed by the State finance committee according to the need and met by the area finance committees. The membership fee for associate members is $10--no pledges. Honorary members pay no fees.

A full-time executive secretary handles business details and Council programs. He is assisted by an office secretary-stenographer. The Council holds only one membership meeting a year--the general annual conference. Each area holds a quarterly meeting, actually a workshop, with the last one also being its annual meeting.

Only a small portion of the Council's time is given to legislative matters. However, each area has a legislative committee which works at the local level. The Council supplies legislators with cooperative information, attends hearings, and appears before committees. Its main legislative function is keeping members up to date on proposed and enacted legislation.

President W. E. Morgan of Colorado A.&M. College presenting award to author of winning theme written in contest among students enrolled in course in agricultural cooperation. Award--a trip to the American Institute of Cooperation--offered by Colorado Cooperative Council.

Programs at Local Level

The Council devotes about three-fourths of its time to membership and educational programs. The policy is to encourage and promote programs at the local and area levels, and to get local leaders to accept more responsibility. It reaches managers and directors through area workshops and conferences. Programs deal with cooperative information, member relations, employee relations, tax problems, management training, and directors' responsibilities. A quarterly bulletin, "The Colorado Cooperator," and newsletters also furnish information. Special bulletins on credit policies and directors' responsibilities have been distributed. Producers are reached through the quarterly bulletin and through grower meetings.

The Council has given attention to the development of a program for the wives of producer-members. It holds a women's session each year at the annual conference. Women have set up auxiliaries in the different areas and one at the State level.

Areas sponsor and promote nearly all youth programs. The Council will help an area plan and organize any program or club, and it devotes a section of the annual conference to the discussion of youth activities.

About one-fifth of the Council's program is devoted to public relations. It helps furnish speakers, films, and flannelgraphs for meetings of Chambers of Commerce, civic groups, and schools.

Junior and Senior Boards of Valley Cooperative Exchange in action. The members of the Junior Board are selected from the Hoehne F. F. A. chapter

DELAWARE COUNCIL OF FARMER COOPERATIVES[5]

Delaware Council of Farmer Cooperatives was organized April 2, 1948, to encourage and promote the growth and welfare of farmer cooperatives in the State.

Membership is open to local and federated farmer cooperatives. In 1954 the Council had 20 members. There are no provisions for associate members.

The Council is governed by a board of 9 directors elected by delegates at the annual meeting. It has a part-time secretary who is fieldman for Eastern States Farmers Exchange--a cooperative serving the area with headquarters at West Springfield, Mass. Through an arrangement with University of Delaware, an agricultural economist from the Extension Service serves as assistant secretary.

Three standing committees--legislative, youth and public relations--help plan various programs and carry on activities of the Council.

Emphasis on Educational Programs

Most of the activities are directed toward educational programs; however, some time is devoted to legislative matters and public relations.

The legislative program consists largely of supplying information to member associations and to legislators. The Council keeps members apprised of current proposals and action taken by the State legislature and Congress. It supplies legislators with information on the structure and operations of cooperatives.

The Council works closely with college educational leaders, State Supervisor of Vocational Education, and Director of Extension. It supplies them with teaching and research materials and cooperates in joint programs. One outstanding feature of this cooperation was the vocational agriculture teacher-farmer cooperative workshop in 1952. Through such workshops teachers learn how cooperatives function and the services they perform. They also receive guide material for teaching courses on farmer cooperation in high schools.

[5] The authors are indebted to W. T. McAllister, assistant secretary, for his review of this statement and his helpful comments on it.

The Council sponsors contests and trips for Future Farmers of America and 4-H Clubs. It sends youth delegations to summer sessions of American Institute of Cooperation and features special programs for rural youth at its own annual meetings.

The public relations committee maintains a list of speakers available for civic club and business organization meetings. The committee has held some effective meetings with press and radio groups in the State. They have exchanged ideas and viewpoints which have been helpful to the farmer cooperatives as well as to the other groups involved.

Officers of the winning F. F. A. chapter in the 1955 regional A. I. C. contest, and adviser, receive their trophy.

FLORIDA COUNCIL OF FARMER COOPERATIVES [6]

Florida Council of Farmer Cooperatives was formed in 1939. Its primary purpose was to correlate and coordinate the efforts of all organizations and agencies engaged or interested in the development and success of farmer cooperatives in Florida, and also to assist in other activities to improve agricultural conditions in the State.

Any cooperative marketing farm commodities, purchasing farm supplies, or furnishing farm business services is eligible for membership. General farm organizations, commodity educational and promotional State organizations, State organizations of agricultural clubs, and divisions of public agencies may become associate members. At the close of 1954 the Council had 75 regular and 4 associate members.

A board of 12 directors manages the affairs of the Council. Details of the business are handled by a 4-member executive committee. The Council does not have a full-time secretary. The head of the Agricultural Economics Department at the University of Florida serves part-time at no cost to the Council.

The Council is financed by annual dues that do not exceed $25 a member plus voluntary contributions, which average about $30 per member annually. Associate members are not required to pay any dues, but they may contribute funds.

About 10 percent of the work of the Council is devoted to legislative matters. The directors, principally those on the legislative committee, supply legislators with information, attend hearings, and appear

[6] The authors are indebted to E. W. Cake, extension economist, University of Florida, for reviewing this statement and for his helpful comments on it.

before State legislative committees. The Council works closely with the Florida Agricultural Council on matters of legislation.

F.F.A. and 4-H Programs

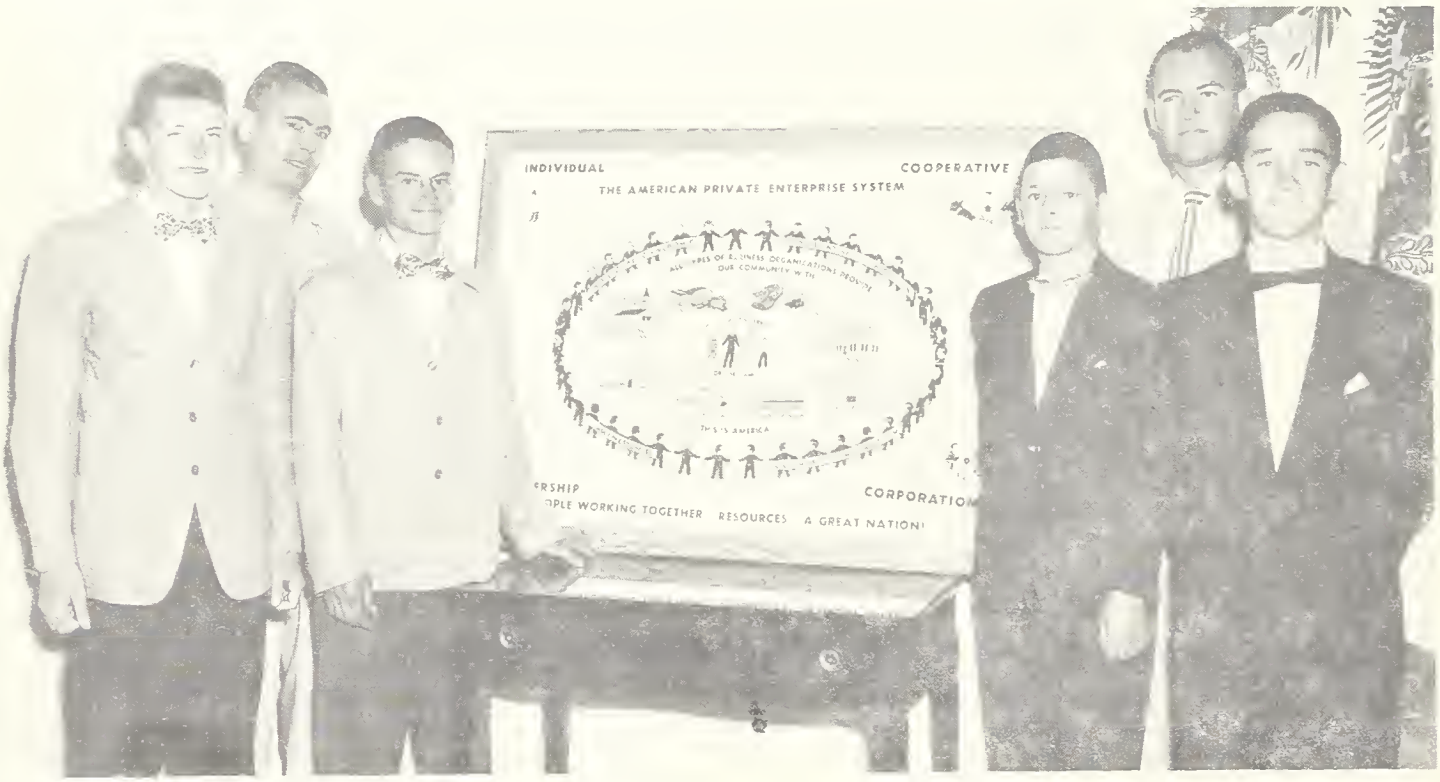
The Council gives approximately 85 percent of its time to educational and membership programs. Educational programs for young people are emphasized. Activities with Future Farmers of America have been going on for about five years, and with the 4-H Clubs for about three years.

President of winning chapter in A. I. C. award program displays record book to chapter adviser and representative of local cooperative who sponsored the chapter.

F. F. A. Cooperative Activity Contests have been carried on jointly with the American Institute of Cooperation and local farmer cooperatives. The Council gives $500 each year to the winning chapter in the State Contest so that the chapter adviser and 5 members may attend the annual meeting of the Institute.

4-H Club Contests have been directed by the Florida Agricultural Extension Service and county agents and sponsored by the Council, American Institute of Cooperation, and cooperatives. For several years, the Council has also given $500 to the State winning 4-H Club to be used by the leader and 5 members for a trip to the annual Institute meeting. So far, Florida can claim the distinction of being the only State Council to send a 6-member team from a State-winning 4-H Club to the Institute's annual summer meeting.

The Council also sponsors public speaking contests for F.F.A. and 4-H members in connection with its own annual State meeting. One member of each district winning F.F.A. chapter and 4-H club takes part.



4-H Club demonstration team. This and other Florida teams gave the flannelgraph illustrated lecture on "The American Private Enterprise System" to over 100 Florida civic and farm meetings.

The speeches are based on some interesting feature of the chapter's or club's cooperative activity program during the past year.

The Council and the Columbia Bank for Cooperatives' stockholders schedule their annual meetings for the same time and place. As a part of the Council meeting, a cooperative conference is sponsored by the Council, the Columbia Bank, American Institute of Cooperation, and Farmer Cooperative Service.

Cooperative Education Workshops Held

A series of five meetings known as "Cooperative Education Workshops" was held in 1953 and 1954 for vocational agriculture teachers, county agents, and officers of farmer cooperatives and other farm organizations.

In 1954 the Council started a newsletter but, because of lack of personnel, it has not been issued as frequently as desired. Every year the Council issues a complete and attractive copy of the proceedings of its annual meeting. It has prepared an adaptation of Farmer Cooperative Service's illustrated talk, "The American Private Enterprise System" for use by teams of four youth speakers. This is used extensively by F.F.A. and 4-H members.

GEORGIA COOPERATIVE COUNCIL[7]

Georgia Cooperative Council was organized in 1937 to assist in correlating and coordinating the efforts of all agencies engaged or interested in the development and success of agricultural cooperatives in the State.

Local and federated agricultural cooperative associations are eligible for regular membership. General farm organizations, Vocational Education Department, State College of Agriculture, State Department of Agriculture, Extension Service, State Bureau of Markets, and other public or semipublic agencies interested in cooperatives may become associate members. In 1954 the Council had 102 regular but no associate members.

Affairs of the Council are directed by a board, which may vary from 5 to 11 members. The number in 1954 was 11, each representing a commodity or service group. There is also an executive committee of three members.

Directors Set Membership Dues

Membership dues are determined by the Board of Directors from time to time. The present rate is $10 for small and $25 for large cooperatives.

The Council does not have a full-time secretary. From the time of organization until the latter part of 1954 the same marketing specialist from the Extension Service, University of Georgia, served as part-time secretary without compensation. He also had taken an active part in the organization of the Council.

The Council has three standing committees--educational, legal, and youth. Less time is devoted to legislative activities than to other programs. However, the Council attends hearings, appears before legislative committees, and has helped materially in the passage of such important bills as a rural electrification membership act for the State and amendments to the Cooperative Marketing Act of Georgia. It supplies legislators with information needed in the preparation of bills, closely observes all legislation introduced and passed and keeps members up to date on any bill that affects agriculture and cooperatives.

Youth Training Program Important

The Council spends much of its time on membership and educational programs. Perhaps the most important of these is youth training, which is carried on with the Extension Department of the University of Georgia through 4-H Clubs and with the Vocational Educational Department through Future Farmers of America chapters. Some of the large cooperatives also aid in the program.

Youth training follows very closely the pattern established by the American Institute of Cooperation. Participants visit a number of cooperatives and work a day or so in cooperative stores or other farm service organizations. They sometimes organize small cooperatives among themselves to buy supplies such as fertilizer which they use in farm projects. At the close of training, each F.F.A. boy prepares an essay in competition for district and State awards.

Awards for the 4-H Club boys and girls are based on a system of points given for

[7] The authors were indebted to C. G. Garner, secretary, now deceased, for reviewing this statement and for his helpful comments on it.

Manager explains co-op merchandise and methods to farm business class.

On the job training. These boys rotate with others as the cooperative gives 4 hours work a week to two boys.

visits to cooperatives, talks, demonstrations, and a short essay. The top award includes a trip to the annual meeting of American Institute of Cooperation and a plaque. The plaque usually is presented by the Council with some ceremony at a dinner for all club members and their families.

About 1947 the Council sponsored a program for training farm youth for work in farmer cooperatives. This was done in cooperation with the Extension Service of the University of Georgia and marketing cooperatives. One-day schools were set up at both the large and the small cooperatives.

In 1951 the Council held a one-day cooperative course for county agents, and in 1952 a short course for vocational agriculture teachers.

The Council has been of help to livestock and milk producers. After dairying and the production of livestock became of increasing importance in the State, trained experts were needed for meat and dairy inspection. The Council urged the University of Georgia to reestablish the School of

Veterinary Medicine, which it did in 1946.

Although the Council does not have a speakers' bureau, it maintains a list of speakers who are available for appearances at civic clubs and similar meetings. It has obtained lecturers for the Law School at Emory University, Mercer University, and the University of Georgia.

Since the Council has a limited budget, most of the public relations work is carried on by the large cooperatives and other cooperative groups.

IDAHO COOPERATIVE COUNCIL[8]

Idaho Cooperative Council was organized in June, 1930, by the Extension Service of the University of Idaho and State leaders in agricultural cooperation. Its purpose was to promote better understanding of cooperative principles and sound development of the cooperatives in the State.

Agricultural cooperatives engaged in marketing farm products, furnishing farm supplies, and rendering farm services; production credit associations, and national farm loan associations may become members. At the close of 1954 there were 63 members.

Organization meeting of the directors.

The Council is financed from membership fees. The minimum for marketing, purchasing, and service associations is now $10 with an additional $6 for each $100,000 gross volume above $100,000. Production credit associations and national farm loan associations pay the minimum fee.

An executive committee of nine members directs the Council. They are chosen at the annual meeting and as nearly as possible represent commodity groups and areas in the State. Each committee member takes considerable responsibility in promoting the Council program in the area he represents. The Council has never employed a secretary. Since it works very closely with the Extension Service on educational programs, the Extension marketing specialist serves as secretary on a part-time basis.

Youth Program Major Activity

The educational program with Idaho youth is the major activity of the Council. It was developed to promote a wider grasp of farm business generally, but emphasizes

A delegate telling State Council annual meeting of experiences on Council sponsored trip.

[8] The authors are indebted to R. W. Wilcox, secretary, for preparing a tentative draft and for reviewing the final statement.

cooperative endeavor. Work is carried on with both Future Farmers of America and 4-H groups. The program is planned by the Youth Committee of the Council working with a committee from the Vocational Agriculture group and State 4-H Club leaders. The secretary of the Council coordinates the different phases of the program.

In recent years the Council has made awards to vocational agriculture students and 4-H boys and girls as part of this program. The vocational agriculture awards are trips to the annual meeting of the American Institute of Cooperation for nine F.F.A. boys. The 4-H awards are 24 county scholarships to the 4-H short course in Moscow, Idaho.

The Council has been instrumental in preparing teaching materials for vocational agriculture teachers and has helped arrange in-service training for them. Teachers also look to the Council for other educational materials such as State and Federal publications and those issued by the American Institute of Cooperation.

Educational work on special subjects is carried on with cooperatives and individuals through district meetings, and on general subjects through annual and district meetings. Two or three vital subjects are discussed at the Council's annual 2-day meeting. Usually some capable speaker starts the discussion and then the group participates in a question-and-answer session. Local business people as well as representatives of cooperatives lead these discussions.

Legislative activities play a minor role in the Council program. The executive committee acts as the legislative committee during sessions of the State Legislature and for work on national legislation. One member of the committee is in charge and may call on other members as he deems necessary.

A public service committee promotes community activities by cooperatives in their own localities. The committee surveyed public relations activities of cooperatives in the State in 1953 and found that many were passing up opportunities for doing valuable work. The results of the survey were reported at the annual meeting that year.

IOWA INSTITUTE OF COOPERATION [9]

Iowa Institute of Cooperation was organized October 22, 1951. It replaced the Iowa Council of Cooperation which was formed in December 1944. The primary purpose of the new organization is to encourage and conduct educational programs and activities which will increase the effectiveness of cooperatives.

The Institute has helped plan and organize 25 county associations, or councils, in the State. It assists them in carrying on their educational and public relations programs.

Regular or voting membership of the Institute is limited to local farmer cooperatives. In contrast, membership in the old organization was limited to State and regional cooperatives. Regional farmer cooperatives, local farmers' business organizations not organized under an Iowa cooperative law, State-wide general farm organizations, or agricultural societies are eligible for associate, or nonvoting, membership. At the close of 1954 the Institute had 142 regular members and 11 associate members.

State Divided into Districts

The State is divided into electoral districts with about equal numbers of voting members, who elect a director from each district at the annual meeting. Delegates from each district select a manager to serve on the managers' advisory committee. In 1954 the Institute had 11 directors and 11 manager advisers. This board of 22 men meets quarterly. An executive committee of 10 men, including the president, vice president, secretary, 2 other directors, and 5 advisers, meets monthly.

Membership fees and a support fund finance the Institute. The fee for both regular and associate members is $25 a year. The support fund is maintained by charging each member, or associate member, one cent for each $100 worth of gross sales for each year. For associations with specific service charges or unusual sidelines, fees are negotiated.

The Institute has an educational director with an assistant, and three appointed com-

[9] The authors are indebted to Earl L. King, educational director, for preparing a tentative statement and for his review of the final statement.

mittees--membership and finance, program planning, and youth.

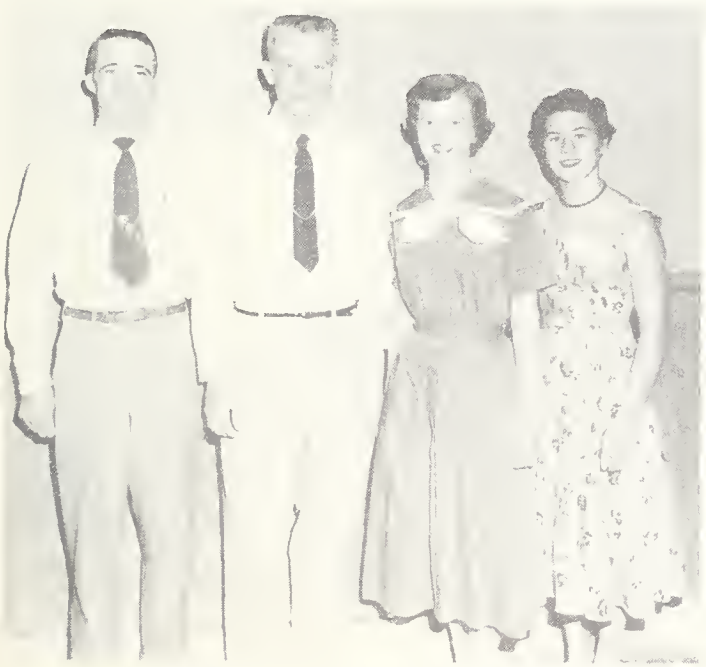
Delegates at the annual meeting make general plans for the Council's program. Following this meeting the program planning committee, composed of directors and managers assisted by outside advisers, develops a specific program. Work of the youth committee is coordinated with that of the program planning committee. Then the membership and finance committee, also composed of directors and managers, draws up a budget to take care of the planned activities. The executive secretary is instructed to carry out the program. The staff consists of the executive, an assistant executive, and an office secretary.

Membership Education Emphasized

Around 90 percent of the work of the Institute is devoted to membership education. The program includes management, directors, personnel, and youth activities.

The Institute sponsors district cooperative clinics for managers and directors. It plans and conducts director-manager tax clinics and employee training meetings. Its most effective work with managers is done at the local level.

The Institute helped plan the marketing industries course now being offered at Iowa State College. The course trains young men for key positions in elevator and farm supply business.



Presidents of State F. F. A., 4-H boys, 4-H girls, and Future Homemakers attend the State Institute annual meeting.

A short course for cooperative directors and managers at Iowa State College is co-sponsored by the Institute. Here the directors and managers study in a classroom-type atmosphere. They take quizzes covering different phases of their duties and participate in small group discussions of the questions in each quiz.

The Institute has a strong youth program. The special session it sponsors in connection with the annual meeting attracts 200 to 300 rural young people of high school age or older. Each year the State presidents of Future Farmers of America, Future Homemakers, and 4-H Clubs are guests of the Institute at the 2-day annual meeting.

The Institute assists with local and county rural youth speaking contests, as well as district and State contests sponsored by the Farmers Grain Dealers Association of Iowa, Des Moines. It has provided cash awards for contests at the State Future Farmers Convention when no awards were being provided by the National F.F.A. Foundation. The Institute helped to plan an "Off the Farm Business Training Program" for 4-H Club members which will probably be tried first on a county pilot basis.

Color Slides Provided

In 1954 the Institute completed a set of 35 millimeter color slides and an accompanying script designed as a first lesson in farmer cooperation for youth groups. A set of 46 slides, "The Relationship of the Farmer to His Cooperative," is available to any Iowa farmer cooperative for use in the local community. It is particularly well suited for F.F.A., 4-H, and Rural Young People groups.

The CO-OP-A-GRAM, a newsletter, is issued monthly to Iowa cooperatives. A booklet, "Do You Know Your Cooperative?" was prepared by the Institute for member cooperatives to distribute to their farmer members.

A small portion--around 5 percent--of the Institute program is devoted to legislative work. It keeps a close watch on developments in the State Legislature and attends meetings dealing with proposed legislation affecting cooperatives. Important developments are relayed to members through the CO-OP-A-GRAM.

The Institute spends about 5 percent of its activities on public relations programs. Representatives of the Institute discuss far-

Enjoying the Institute picnic.

mer cooperatives before service clubs. Members are encouraged to sponsor local and county director-businessmen's dinners and cooperative employees are encouraged to participate more frequently in community affairs. "Cooperative Day" at the 1955 Iowa State Fair was planned to include a special program on farmer cooperatives.

KANSAS COOPERATIVE COUNCIL [10]

In July 1944 representatives of the farm organizations and regional cooperatives in Kansas met to consider ways and means of presenting favorable information on cooperatives to the public. At this meeting, they started the Kansas Cooperative Council.

In the beginning membership was open to general farm organizations, State-wide cooperatives, and regional cooperatives. In March 1945 the bylaws were amended and local cooperatives and other mutual organizations also became eligible. Other individuals and organizations may become associate members. At the close of 1954 the Council had 267 members and 4 associates.

Various Groups Represented

The Council originally had nine directors elected by districts. In 1955 the bylaws were changed to provide representation for the various groups of members. Now each regional, State-wide federation, or distinct type of cooperative, and general farm organization is entitled to choose one representative to serve on the board. The number of directors from this group varies according to changes in membership. Local cooperatives in each of nine districts established for election purposes also elect a director. At the beginning of 1955 the board was made up of 22 directors from both groups.

The board employs an executive secretary who carries out its policies through organization and administration. An office secretary completes the staff. Provisions also were made in 1955 for an executive committee composed of the president, vice president, secretary, and two other members of the board. Its main purpose is

[10] The authors are indebted to James McGuire, executive secretary, for reviewing this statement and for his helpful comments on it.

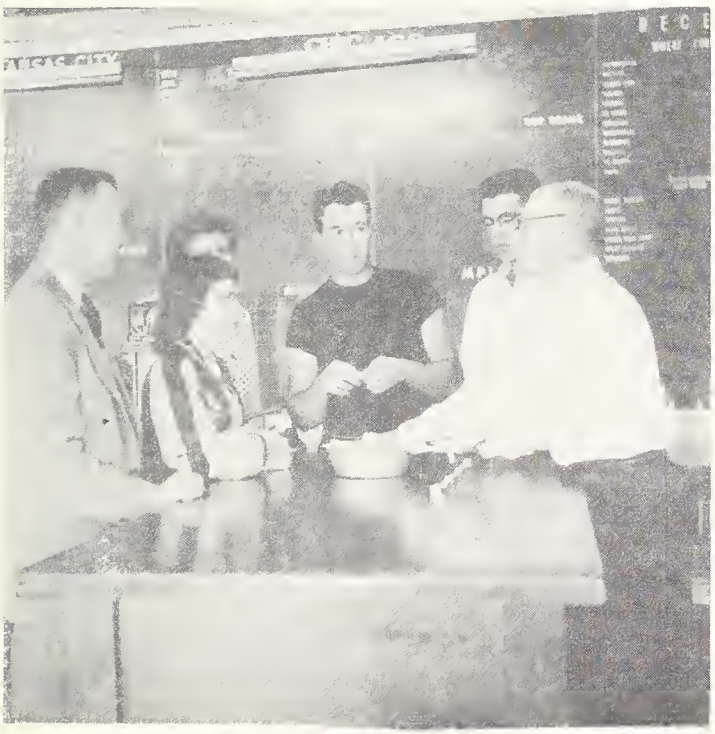
to advise with the executive secretary on emergency matters when it seems inadvisable to call the entire board together.

About three-fourths of the activities of the Council are directed toward membership and educational programs. The most outstanding of these programs is youth education. In 1954 the Council sponsored three youth contests.

Several 4-H and F.F.A. Programs

Projects relating to farmer coperatives have been worked out for 4-H Club boys and girls with the Extension staff of the Kansas State College of Agriculture. The Council holds an annual 4-H model club contest with a $50 cash award for the winner. It also makes available cash prizes for various county and State winners in 4-H Farm Business Activity. This gives the boys and girls an opportunity to study and engage in cooperative and other types of business important to Kansas farmers.

Contests are held for the different chapters in Future Farmers of America. Advisers report on cooperative activities engaged in during the year by their chapters. A representative from each of the three highest ranking chapters receives a trip to the annual meeting of the American Institute of Cooperation.



A Council-sponsored trip includes the grain exchange.

The Council also works with the Institute in sponsoring a contest in the north central region. The adviser and four members of the winning chapter receive an all-expense trip to the annual meeting of the Institute.

In 1954, for the first time, the youth program included a young farmer speech contest which was co-sponsored by the Kansas State Grange. Boys enrolled in the 12th grade, or those who had passed it, were eligible for $500 in cash awards in a contest in which each boy gave a 10-minute talk on "How Our Cooperative Benefits Our Community." Each award included a trip to the annual meeting of the American Institute of Cooperation. Awards were provided from funds subscribed for that purpose by cooperatives.

Farm Business Youth conferences are also held. These are planned in cooperation with the State Office of Vocational Education, and the Extension Division of Kansas State College.

Sponsors Management Conference

For several years the Council, in cooperation with Kansas State College and the Wichita Bank for Cooperatives, has been sponsoring a 2-day management conference for managers and directors. Some of the topics covered at these conferences are director-manager relations, local-regional relations, credit problems, cooperative ethics, and cooperative progress.

The Council arranges for a cooperative center at the State Fair in Hutchinson for exhibits of members. The center, in addition to providing a space for the exhibits, serves as a friendly meeting place for cooperative members attending the Fair. In 1954 some 1,200 high school band members from all over the State were entertained at the center and served refreshments from the co-op members' dairy bar.

An official publication, "The Cooperator Councilor," is published monthly. Nearly 34,000 copies were distributed in 1954.

The Council keeps its members informed on Kansas legislative activities, but most legislative action is left to the Kansas Committee on Farm Organizations. On national legislative matters the Council cooperates with the National Council of Farmer Cooperatives and the Cooperative League of the U. S. A.

A Council panel takes to the air.

For some time the Council sponsored weekly radio programs called "Voice of the Co-op" consisting of lectures, interviews, and panel discussions. The purpose of the broadcast was to give a more complete understanding of the philosophy, significance and practices of cooperatives in Kansas.

The executive secretary of the Council has represented member cooperatives by serving with the following committees and organizations: Kansas Crop Committee, State Taxation Committee of the Kansas State Chamber of Commerce, Aviation Committee of the Topeka Chamber of Commerce, and Kansas Institute of International Relations.

KENTUCKY COOPERATIVE COUNCIL [11]

The present Kentucky Cooperative Council was organized in 1953. A similar organization, formed in 1935, was reasonably active until 1940. An effort was made to revive activities in 1944, but it was not until 1953 that the cooperative leaders set up the new organization.

Membership is open to local and federated farmer cooperatives. General farm organizations, educational departments, and agencies interested in furthering farmer cooperatives are eligible for associate membership. At the close of 1954 the membership consisted of 72 active and 4 associate members.

The Council is governed by a board of 14 directors. The State is divided into seven districts, mainly for election purposes, and two directors are chosen from each. However, each district also acts as a sort of working unit. An executive committee of four directs the policies of the organization as established by the board.

Each active member pays one cent for each member plus one-tenth of one percent of its net savings to help finance the organization.

The Council does not have a full-time secretary. A member cooperative furnishes a part-time secretary who is assisted in the various activities by four standing committees--legislative, membership, youth education, and publicity.

Most of the activities have been directed toward membership and educational programs. Very little has been done in the legislative field or public relations.

[11] The authors are indebted to L. A. Vennes, Field Agent in Marketing, University of Kentucky, for reviewing this statement and for his helpful comments on it.

Secretary of neighboring State Council talks at district managers and directors meeting.

In 1954 the Council held effective meetings in each of the seven districts. They were planned mainly for directors and managers, but teachers of vocational agriculture and county agents also were invited. They began with a dinner at 6:30 and were over by about 10 o'clock. Between 250 and 300 persons registered at the seven meetings.

Specific programs for college educational leaders such as teachers, teacher trainers, and research workers are getting underway.

In cooperation with the University of Kentucky, the Council sponsored a 2-day cooperative management conference in July 1954. Directors and managers of every known cooperative in Kentucky were invited. The conference gave an opportunity for representatives of the various types of cooperatives to get better acquainted and afforded an educational setting for joint study and discussion. The proceedings were recorded for ready reference and as a guide for answering questions relating to cooperatives.

The youth education committee of the Council has worked with State Vocational Agriculture leaders in developing an effective training program at cooperatives for members of 4-H, Future Farmers of America, and Utopia Clubs. In 1954, the Council sponsored a trip to the summer sessions of American Institute of Cooperation for members of these youth organizations who were winners in competitive cooperative endeavors. Later the delegates attended five of the seven district meetings for managers and directors and related their experiences at the summer session. Each of the delegates that participated in the youth sessions at the Institute did such an excellent job that the Council will continue to sponsor these trips.

The youth education committee is recommending that each of the seven districts develop youth educational programs suited to its particular needs. It also recommends that the youth committee consist of a representative from each of the seven districts selected by the cooperatives in that district and one representative each from the supervisory staffs of Future Farmers of America and Utopia Clubs.

LOUISIANA COUNCIL OF FARMER COOPERATIVES [12]

The Louisiana Council of Farmer Cooperatives was organized in 1943 to foster and encourage the development of farmer cooperatives in the State. The Council provides an organization through which cooperatives as a group can perform certain activities more effectively than would be possible for individual associations acting alone.

Any agricultural cooperative is eligible for membership. General farm organizations, representatives of educational agencies, and other public or semi-public groups interested in encouraging agricultural cooperation may become associate members. In 1956 the membership consisted of 16 of the larger cooperatives of the State and 50 associate members representing 15 organizations interested in the work of the Council.

Dues Range from $25 to $100

The Council is financed by annual membership dues ranging from a minimum of $25 to a maximum of $100. Dues are assessed at the rate of $25 for the first $200,000 of business, plus $12.50 for each

[12] The authors are indebted to M. D. Woodin, secretary-treasurer, for preparing a draft of this statement.

additional $100,000 or part thereof in excess of $200,000. Associate members are not required to pay dues, but may contribute funds or help in other ways to further the activities of the Council.

A board of seven members directs the affairs of the Council. An executive committee of three members is appointed from the board. The Council has no full-time secretary. An officer of a member cooperative or a representative of a public agricultural agency usually serves in that capacity. A member of the staff of the agricultural college is now serving part-time without compensation.

Activities of the Council are of four general types--education, member service, legislative affairs, and public relations. About half the Council's efforts go to educational and informational programs. It supplies materials on cooperation and related subjects to teachers, research workers, and service personnel. Educational and teaching materials are provided extension workers and vocational agriculture teachers through personal contacts, clinics, and correspondence.

A newsletter is published periodically and distributed to cooperative officers and directors, Future Farmers of America, 4-H Club leaders, and agricultural workers.

The Council assists member cooperatives in organizational problems and prepares statistical and informational data upon request for use in public hearings, legislation, and for other purposes. It frequently serves as a liaison between cooperatives and State and Federal agencies.

During sessions of the State legislature, Council representatives attend committee hearings and supply legislators with information concerning cooperatives. The Council keeps member cooperatives informed of developments affecting agriculture and farmers' organizations, and prepares a digest of legislative acts pertaining to agriculture at the conclusion of each session. It reports tax developments to members throughout the year.

Cooperative Census Taken

Several years ago the Council made a complete census of cooperatives in the State and published a directory showing name, location, date of organization, major officers, type of commodities handled, services rendered, and other data. The Louisiana Agricultural Experiment Station has assumed the responsibility of keeping the directory up to date.

Although the Council does not have an organized youth program presently, Future Farmers of America and 4-H Club leaders are supplied with educational materials and are provided speakers for special occasions.

Another function of the Council is its public relations work with business firms and groups, civic bodies, and the public in general. It prepares and distributes press releases and occasionally provides a speaker for a civic or business club. The Council is represented on the State Agricultural Advisory Committee.

MAINE COOPERATIVE COUNCIL[13]

A small group of Maine agricultural leaders saw their wishes fulfilled in the formation of the Maine Cooperative Council in June 1937. The Council was initiated to promote and encourage sound programs for agricultural cooperation.

Farmer cooperatives marketing farm products, purchasing farm supplies, or performing farm business services are eligible for regular membership, and most of these cooperatives have become affiliated with the Council. General farm organizations and public or semi-public organizations interested in the success of cooperative activities may become associate members. At the close of 1954 the Council had 24 regular members and 8 associates.

At the annual meeting members of the Council elect five from their group to the Board of Trustees to conduct the affairs of the association. The trustees, following the annual meeting, plan the program of action for the coming year. Funds are contributed by member cooperatives through annual membership dues. At present, the dues are $20 for each regular member.

Finances of the Council, limited by the number and size of farmer cooperatives in Maine, do not permit employment of a full-time secretary. The Council maintains a close working relationship with the Maine Extension Service with an extension man usually serving as a part-time secretary-treasurer for the Council.

[13] The authors are indebted to Winston E. Pullen, secretary-treasurer, for reviewing this statement and for his helpful comments on it.

Urged Passage of Co-op Law

The Council has performed worthwhile legislative service for cooperatives. However, it now devotes only a small part, perhaps 5 percent, of its time to legislative matters compared with around 50 percent 10 to 15 years ago. Maine did not have an adequate cooperative marketing act, so in 1944 a Legislative Committee of the Council presented to the State Legislature a proposed bill recognizing the special features of cooperative business organizations. A law was passed in 1945 under which farm cooperatives could incorporate for doing business.

In 1944, the Legislative Committee of the Council sponsored two amendments to the Motor Vehicle Act that were later enacted by the legislature. These amendments permitted farmers and their cooperatives to transport farm produce and farm supplies within the State without a contract hauler's license. Although its legislative work has been reduced sharply, the Council stands ready at all times to represent farmer cooperatives by appearing at hearings and before committees in the State Legislature.

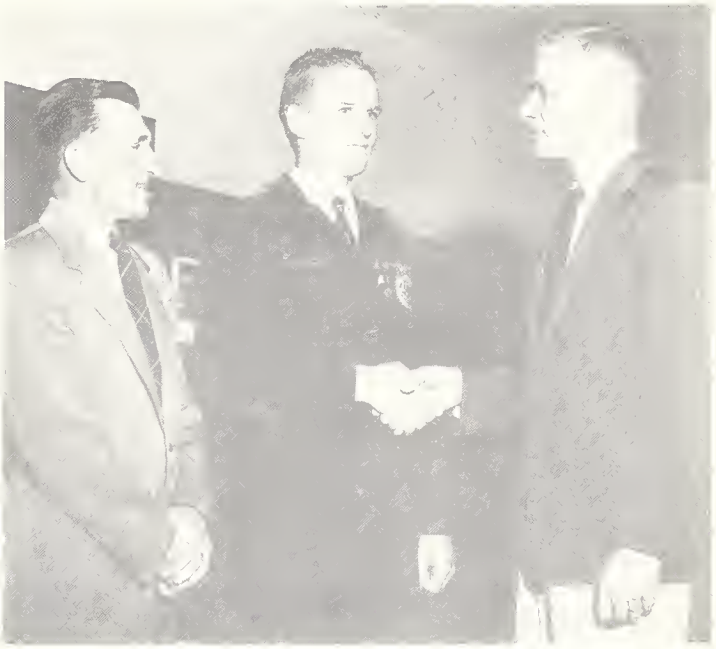
Presently, the Council devotes about 90 percent of its time to educational and information work. For a number of years it has sponsored courses in business management at the College of Agriculture, University of Maine. It provides speakers for cooperative classes from time to time to discuss different phases of cooperative activity.

Issues Newsletter

A newsletter, "The Maine Cooperator," is issued about every quarter to keep members in touch with important activities in cooperative fields. A special issue comes out at the time of the annual meeting.

The Council holds its annual meeting during Farm and Home Week at the University of Maine. On the evening of the annual meeting members and friends of the Council from all over the State get together for supper and an address by some well-known leader in the cooperative field.

A series of three meetings is held in different areas once or twice a year. Nationally known cooperative speakers bring information to managers, directors, and members of cooperatives on significant phases of cooperative activity.



Adviser looks on as winner of quiz contest is congratulated by Council secretary.

Perhaps the most valuable contribution in the educational field comes from the co-op quiz contest sponsored by the Council for the Future Farmers of America in the various schools teaching vocational agriculture. The winners receive cash prizes. The State winner and his vocational agriculture teacher also receive an all-expense-paid trip to the annual meeting of the American Institute of Cooperation. Students from 20 to 25 schools participate in this contest annually.

MICHIGAN ASSOCIATION OF FARMER COOPERATIVES [14]

Michigan Association of Farmer Cooperatives, organized as a division of the Michigan Farm Bureau in March 1945, was an outgrowth of the Cooperative Public and Labor Relations Service set up during the war. The association was formed to extend the program of this Service and to provide additional functions.

Membership is limited to agricultural cooperatives organized under the provisions of Federal and State acts and regulations. In 1955 MAFC had 152 members. Associate

[14] The authors are indebted to Everett Young, former assistant secretary, for preparing a tentative draft, and to L. A. Cheney, assistant secretary, for reviewing the final statement.

members are permitted but none were listed that year.

Schedule of Membership Fees

Although MAFC is organized as a division of Michigan Farm Bureau, for practical purposes it operates as an independent organization. Its budget comes from affiliated cooperatives. Local marketing and purchasing cooperatives pay according to business volume with a minimum fee of $50 and a maximum fee of $750; commodity federations pay a fixed fee; county farm bureau associations, a minimum fee of $10 and maximum of $75, according to size of membership; rural electric cooperatives, 5 cents a member; and credit organizations, a fixed amount on loans outstanding. If other types of associations apply for membership, additional schedules of fees are set up by the membership committee.

An administrative council determines Association policies and activities. The council consists of one representative from each federation, commodity organization, and general farm organization; and one representative for each 25 local cooperatives who are full members. The latter are elected at the annual meeting. In 1955, this governing body had 16 members.

Officers of the administrative council and the chairmen of authorized committees serve as an executive committee.

The administrative staff includes an executive secretary, an assistant, and an office secretary.

Legislative activity is confined to matters directly related to cooperatives. MAFC keeps members up to date on legislative information, supplies legislators with data on cooperatives, attends hearings, and appears before legislative committees. Matters of general farm policy are left to the general farm organizations.

Over half the work is devoted to membership and education. The council has been sponsoring cooperative clinics for managers and directors every year since it was organized. A series of 14 meetings attracting 500 to 600 managers and directors is held early each year. A second series usually follows a few months later. Accounting problems, credit and finance, directors' responsibilities, taxes, public relations, and other topics of common interest are discussed at these meetings.

In 1954, MAFC sponsored its first Statewide cooperative management conference. This was a 2-day session at which a well-known management consultant discussed the basic functions of management. After the conference, a complete report was sent to each person who had attended. Charts, graphs, and forms presented by the consultant as aids to good management were included.

Management consultant addresses managers' and directors' conference.

Council-sponsored youth tour at elevator of council member cooperative.

Special Tours Conducted

"What's New Co-op Tours" have been arranged for managers, directors and employees to see how farmers in other communities manage their cooperatives. These business tours are 2- to 3-day affairs in which all types of farmer cooperatives are visited and studied.

The Association has conducted several studies, some in conjunction with the Department of Agricultural Economics, Michigan State University. Recently the University published a cooperative financial ratio study made by the Council. This bulletin was used in a cooperative clinic series. Subjects of other studies are: Charges made by country elevators for various services rendered; managers' salaries; and personnel wage policy.

A questionnaire was circulated recently to collect the latest data on the kinds and amounts of taxes paid by Michigan cooperatives. The data will be published.

Material to Vo-Ag Teachers

A bulletin, "Progress of Farmer Cooperatives in Michigan," was prepared in 1954 for distribution to teachers of vocational agriculture. It presented information on the organization, history, and development of the most important marketing and supply cooperatives in the State.

MAFC recently made a survey among vocational agriculture teachers to determine the value of material distributed and learn what would be most useful to them in the future. From their many suggestions and comments, a "Source Unit" on cooperatives and marketing, including material to develop and strengthen cooperative activities in local Future Farmers of America chapters, was compiled by MAFC with the assistance of the Agricultural Education and Agricultural Economics departments of Michigan State University. About 225 Source Units were distributed to vocational agriculture teachers at the 1955 summer conference.

A new directory, assembled by the Agricultural Economics Department of Michigan State University in cooperation with MAFC, will be released soon. It includes names, addresses, managers, and branches of all cooperatives in the State of Michigan.

Youth Program Most Important

The Association considers the youth program its most important activity. Since

1946 MAFC has offered special annual awards to encourage Future Farmers of America to study farmer cooperatives and use them as subjects in F.F.A. speaking contests. These contests are held on local, regional, and State levels. Regional winners are given a tour of Michigan cooperatives and sometimes those in neighboring States. The State winner receives a trip to the summer session of the American Institute of Cooperation.

In 1955, MAFC and about 20 farmer cooperatives jointly sponsored 28 rural youth leaders as delegates to the Institute's annual session. The boys and girls were from Future Farmers and Future Homemakers of America chapters, Grange, 4-H Clubs, and Junior Farm Bureau.

A State rural youth organization is being formed. It will include in its membership the F.F.A. and F.H.A. chapters, Grange, 4-H Clubs, Junior Farm Bureau and any other State-wide rural youth groups. Its program, planned to develop leadership and citizenship, will be on a State level.

In 1947, the Governor of Michigan proclaimed January as "Farmer Cooperative Month." Recently the month has been changed to October as a more fitting time. During the month special cooperative programs and observances are arranged by MAFC and its members. State-wide good will advertisements appear in county newspapers. Dinner meetings and town-and-country get-togethers encourage fellowship and understanding. Six other Midwestern States--Minnesota, Montana, Nebraska, North Dakota, South Dakota, and Wisconsin--hold similar observances in October.

MINNESOTA ASSOCIATION OF COOPERATIVES [15]

Minnesota Association of Cooperatives was organized in December 1945 to promote activities and to help protect the laws under which cooperatives are organized.

The association has three types of members--regular, sponsoring, and associate. Regular members include local marketing and purchasing cooperatives, credit unions, insurance mutuals, and any other associations or federations operating on a cooperative basis. Sponsoring members include organizations operating on a State-wide or area basis composed of cooperatives that can qualify for regular membership. Associate members may include individuals, firms, associations, corporations, clubs, groups, and organizations interested in promoting cooperatives but not qualified for regular membership. In 1954 MAC had 315 regular members, 8 sponsoring members and 190 associate members.

Economic Conditions Control Dues

Members' dues vary according to economic conditions. In 1952 they were raised because of increasing costs. Now regular members pay two mills per dollar on the first $25,000 annual gross earnings from business in Minnesota, plus one mill per dollar of the excess. Minimum fee is $10, the maximum, $100 a member. Sponsoring members pay at the same rate but there is no minimum or maximum fee for them. Regular members may make contributions of $500 or more including their regular dues; this entitles them to the same privileges as sponsoring members. Associate members pay at least $4 for individuals and $10 for corporations or associations.

The State is divided into 15 districts of nearly equal membership. Each district nominates a director who is declared elected at the annual meeting. Members also elect a director for each sponsoring or regular member paying annual dues or making contributions of $500 or more, up to a maximum of 15. Total number of directors is limited to 30. At the close of 1954, there were 23.

The board appoints an executive committee of five members. It is composed of the officers and one or two directors depending on whether the offices of secretary and treasurer are combined. The board also appoints any standing or special committees that are needed. In 1954, there were three committees--program, legislative, and annual meeting. An executive secretary, hired by the board, is responsible for carrying out the program. He has two or three office assistants.

Programs Well Coordinated

The program is divided into three categories--public relations, legislation, and information and research. It is planned on

[15] The authors are indebted to Harry J. Peterson, executive secretary, for reviewing this statement and his helpful comments on it.

the basis of a 3-year period, subject to annual review by the board. The three categories receive about equal attention with perhaps slightly more emphasis given to public relations. They are developed in detail as to timing of activities, cooperating agencies, and the association's responsibility. The program is strengthened by use of a committee system to develop and coordinate the various parts. Committees are selected from the publicity and public relations staffs of regional association members of the Council.

Through its legislative committee MAC keeps abreast of all issues relating to agriculture, and supplies its members with information of concern to cooperatives. Members of the staff and sometimes committee members attend hearings and appear before State legislative committees. They also assist in furnishing information on cooperatives and in arranging conferences for legislators on issues in which cooperatives are interested.

Information Meetings Held

Just before the annual meeting, a series of information meetings is held at a central point in each district. Planned and carried out jointly by the district director and the MAC staff, these are over-all meetings and may touch upon any subjects vital at the moment. They are designed for directors, managers, employees, and interested members. The district directors of the council for the coming year are nominated by the members at these meetings.

MAC has youth programs for Future Farmers and Future Homemakers of America, Minnesota Rural Youth Federations, and 4-H Clubs. In 1954 it provided a $75 scholarship to each of four F.F.A. chapters in the State for outstanding leadership in cooperative activities. The money helped pay expenses of members at a youth leadership camp in the northern part of the State for one week. Trips were sponsored

Adviser looks on as National F. F. A. winning chapter is congratulated by State F. F. A. Executive Secretary.

Youth have their own section at this annual meeting.

to the American Institute of Cooperation meetings for one or more officers of the F.F.A., 4-H, and Rural Youth. In 1955 the program was expanded. MAC with the help of local cooperatives sponsored a trip by bus to the American Institute of Cooperation meeting at Purdue University for 33 youth delegates representing the Future Farmers, Future Homemakers, 4-H, and Rural Youth.

Each year since 1951 the Governor has been issuing a special proclamation designating October as "Cooperative Month in Minnesota." During the month, MAC and its members carry on special activities such as rallys, special sales, membership drives and extensive cooperative programs. A State-wide committee plans and carries out these activities with the help of local cooperatives.

Cooperative Advertising in Newspaper

MAC was one of the founders of the Cooperative Advertising Council which promotes cooperative advertising in newspapers in a 5-State area through the use of a mat service. Other sponsors include Wisconsin Association of Cooperatives, 3 regional farm supply cooperatives, and 2 mutual insurance companies.

Forty ads have been used in about 100 Minnesota newspapers during the past four years. The program has received national and international attention, and has been valuable in bringing cooperative business to the attention of the public.

MAC maintains a speakers' bureau that provides speakers for meetings of cooperatives or civic groups, particularly groups at luncheons.

Cooperative Month Committee watch Governor of Minnesota sign proclamation designating October as "Co-op Month."

MISSISSIPPI COUNCIL OF FARMER COOPERATIVES[16] (A. A. L.)[17]

Mississippi Council of Farmer Cooperatives (A.A.L.) was formed in April 1946 to promote a close mutual relationship among its members and other businessmen, and to bring about an understanding of the cooperatives.

Any farmer cooperative is eligible for regular membership. General farm organizations, representatives of educational agencies, and other public and semi-public agencies interested in furthering cooperative activity among farmers may become associate members. In 1954, the Council had 124 regular members and 1 associate member.

Mississippi Council of Farmer Cooperatives is the only State council organized on a capital stock basis. Authorized capital stock is $10,000, all of which is common stock divided into 1,000 shares with a par value of $10 each. Each member purchases one share.

[16] The authors are indebted to A. E. Beall, secretary, for reviewing this statement and for his helpful comments on it.

[17] The Agricultural Association Law of Mississippi 1942 annotated Sec. 447 requires that the names of associations carry the letters (A.A.L.).

Annual dues of the members are fixed at a minimum of $25 and a maximum of $150, the exact amount for each type of organization being determined by the board of directors. The formula now in effect is as follows:

Gins	2 cents per bale
Electric power associations	3 cents per consumer on June 30
Oil mills, creameries, dehydration plants	$20 per $100,000 gross sales
Compresses	$125 per $100,000 gross income
Purchasing and marketing co-ops and exchanges	$25 for first $100,000 of purchases or sales to patrons and $25 per $100,000 in proportion thereafter
Production credit associations	$10 per $100,000 loans outstanding on June 30 each year
Cold storage, meat curing, locker plants	$25 minimum fee

A board of 11 men, elected by the members at the annual meeting, directs the affairs of the Council.

The Council does not employ a full-time secretary. At present the organization director of a member association serves as secretary-treasurer.

President addresses Council. Secretary takes notes.

Attentive delegates at Council meeting.

When the Council was organized, legislative matters and public relations were expected to be its major interests. At first it was fairly active on both programs, but after a few years nearly all the attention was given to legislative activities. Educa-

tional programs and public relations have been carried on by the large cooperatives which prefer to have their own programs. Some thought is being given to broadening the functions of the Council.

The Council is very active during sessions of the State Legislature. It supplies legislators with information on cooperatives, attends hearings, and appears before legislative committees. It has a group of committeemen to contact local legislators.

During sessions of the Legislature the Council issues a newsletter covering all legislative proposals that concern cooperative associations.

NEBRASKA COOPERATIVE COUNCIL, INC.[18]

Considerable effort and planning by a group of farmers, managers, and cooperative leaders went into the formation of Nebraska Cooperative Council. The initial move was made in October 1945 and the organization was completed in April 1946. The Council's purpose is to unite the cooperatives of the State in a common program of development and to promote a better understanding of cooperatives.

Membership is divided into two classes--active and associate. Active members include (a) local cooperatives whose business is done with local members and patrons, (b) centralized cooperatives whose trade territory may be State-wide, and (c) local cooperatives who may have two or more trade outlets, yet are not federated associations. Associate membership is granted to federations, farm service cooperatives, general farm organizations, educational or State institutions, and individuals interested in cooperatives. In 1954, the Council had 273 active and 12 associate members.

County Councils Set Up

To insure equal representation in the Council meetings, the State is divided into districts. A district is usually a county with four or more member associations; the officers and directors of these locals compose a county council. If a county does not have enough members to form a council, it can join with an adjacent county. In 1954, there were 52 county councils in the State. The chairman, vice chairman, and secretary-treasurer of each council represent the district at all meetings of the State Council. They form the policy making body.

The State is then divided into three districts of nearly equal membership for election of directors, who manage the affairs of the Council. Three directors are elected from the councilors in each of the three districts--making a total of nine directors. Two of the three directors from each district must be producers.

The Council employs an executive secretary, office secretary, and a part-time office assistant. It has no standing committees.

Fees to finance the Council are negotiated in each county council district. The minimum fee is $50 and the maximum, $1,000. The amount each member pays is estimated on the basis of one percent of a 3-year average net savings.

Membership and educational programs represent well over half of the Council's activities. The remainder of the program is about equally divided between public relations and legislative matters.

Prepares "Legislative Notes"

The legislative program keeps members up to date on bills before the State legislature, and encourages them to keep in contact with their legislators. The Council provides the legislators with information on cooperatives, attends hearings, and appears before legislative committees. It keeps a record of the voting on cooperative matters and during the sessions of the legislature, prepares and distributes "Legislative Notes" to all members.

Much work of the Council is carried on by districts. Each county council also has its own program and sponsors local meetings in cooperation with the State Council. Annual meetings of local groups are held before the State Council's annual session.

---

[18] The authors are indebted to Gale C. Anderson, secretary, for his review of this statement and his timely revisions and helpful comments on it.

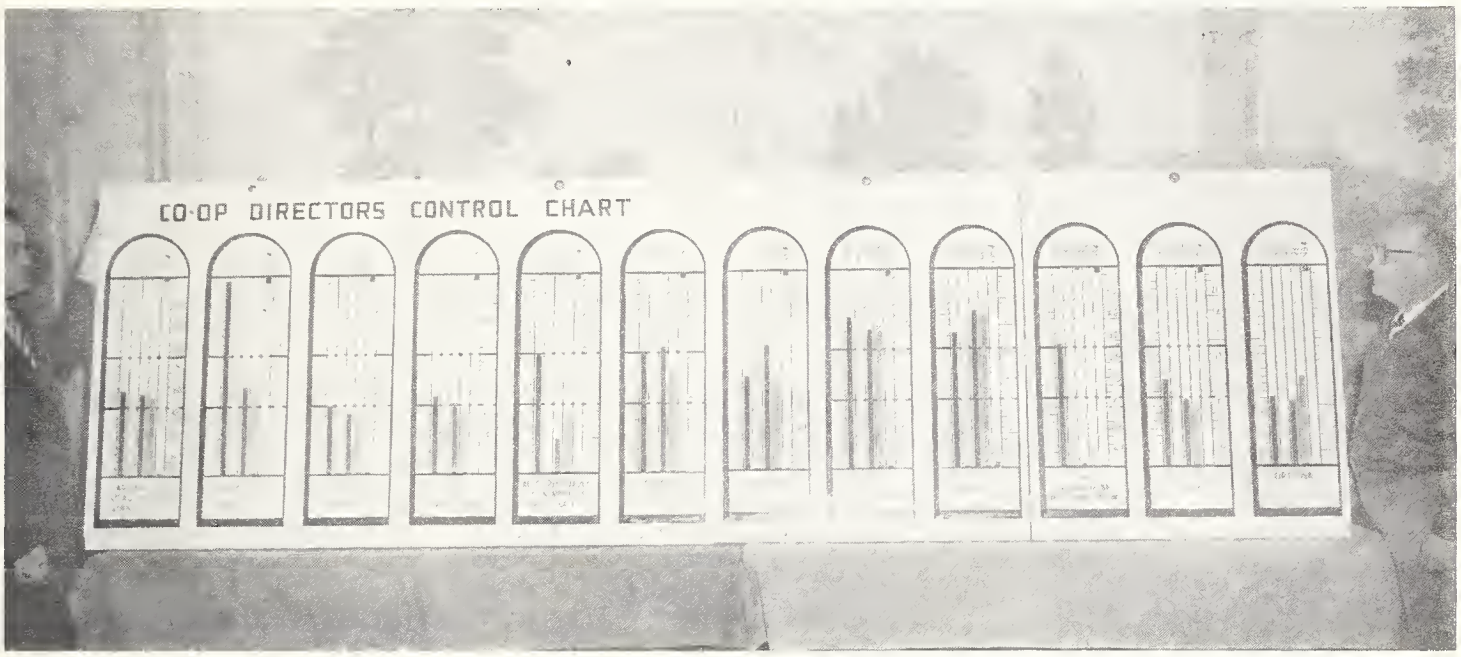
The Council works closely with Vocational Agriculture departments. In 1950 it set up scholarships for vocational agriculture teachers and Future Farmers of America chapters. In 1954 trophies were added. Money is contributed by member associations for advanced training during the summer college session, expenses for tours, co-op meetings or production projects for F.F.A.

Works With College of Agriculture

Largely through the efforts of the Council, the College of Agriculture, University of Nebraska, in the fall of 1950 inaugurated a 2-year college course in farmer cooperative management. The course provides basic and technical instructions for young men who are interested in agriculture but do not wish to enroll for a 4-year course. Admission is limited to qualified high school graduates in the upper three-fourths of their classes. The Council assists graduates of the course in obtaining jobs.

The Council also has joined the College of Agriculture in sponsoring State-wide cooperative management conferences on the college campus. Each is a 3-day affair and attendance is limited to a manager and a director from each cooperative association. The program includes informal talks and open discussions.

Managers and directors receive information and exchange ideas at district clinics sponsored by the Council. At one time the Council cooperated with several agencies, including other State councils, banks for cooperatives, and educational and government agencies in a 4-State clinic (Nebraska, Iowa, Wyoming, and South Dakota for everyone interested in cooperation. Cooperative leaders and guest speakers presented the latest information on taxation, accounting, legal phases, business administration, and membership relations.



Directors learn co-op temperature controls at directors' and managers' clinic.

A few years ago the Council presented to the districts a plan for local associations to set aside funds for carrying on educational and public relations work. Each cooperative was to set aside 5 percent of the net savings of the previous year's business for a program which an education committee of its own would plan and direct. One percent of the fund was to be used for membership in the State Council.

The main objective in submitting the plan was to get action at the local level. The plan has been partly successful. Some cooperatives formed joint committees to carry on the work. By providing more funds this plan has enabled more farm youngsters to take part in club activities both at the county and the State levels than had been possible before.

The Council sponsors contests, tours and

trips, and scholarships for Future Farmers of America. It features special youth programs at its annual meeting.

Education period at Council-sponsored youth camp.

Co-op Center at State Fair

The Council sponsored a Farm Co-op Center at the Nebraska State Fair until 1954 when the number of exhibitors declined to such a point that it was not economically feasible to continue. General farm organizations and cooperatives which had exhibits joined with the Council in renting a building for housing the exhibits. The Center also offered free movies, ice water, lounge, check room, and a co-op food stand. It served as a meeting place for farm families and their friends.

The food stand featured co-op products as far as possible and the earnings were used to defray rent and other expenses. For 5 years, the University 4-H Club operated the stand. 4-H boys and girls participating in activities at the Fair received treats from the stand. Between 60,000 and 75,000 people visited the Center each year during the 5-day Fair.

In 1950 for the first time a special program for the wives of producer members was featured at the annual meeting. It lasted for a day and included talks on the woman's job in cooperatives, youth activities, socialized medicine, and style trends, a book review, and a theatre party. The wives now have a part in the annual meetings.

Tax Study Made

In 1954, the Council made a survey of taxes paid by Nebraska cooperatives in 1952 and 1953. A graduate student at the University completed the survey and published a report which the Council gave wide distribution.

The survey showed the kind and amount of taxes, the amount of patronage refunds, and a comparison of taxes paid by cooperatives and other businesses in spot-check counties.

Tax information was distributed to all State senators and the Nebraska Congressional delegation. Ad mats, based on taxes paid by co-ops in each county, were supplied to local editors for local sponsorship. The State Council published total State tax figures in five State ads, and supplied one commercial spot on a 26-week television show.

As part of its public relations program, the Council has been host at a large number of businessmen-farmer banquets featuring nationally known speakers. In 1950, it was host at a luncheon for editors and publishers during the annual convention of the Nebraska Press Association. Farm products handled by farmer cooperatives, mostly in Nebraska, were served at the luncheon.

Flannelgraphs Used

The Council uses slides and flannelgraphs for illustrated talks on cooperatives. Sets of flannelgraph, "What Is a Cooperative," developed by Iowa State College, have been placed in every Vocational Agriculture Department in the State.

The Council is a member of the Lincoln Chamber of Commerce, Nebraska Press Association, and the Highway Users Conference. It encourages its members to join local chambers and civic organizations.

Representatives of the Council were active in the organization of Nebraska Rural Radio Association in 1949. The association is farmer-owned and controlled and features all kinds of farm programs.

The Council issues a monthly bulletin and at one time it furnished a column on cooperatives to a number of newspapers in the State.

NEW YORK STATE COUNCIL OF FARMER COOPERATIVES, INC.[19]

New York State Council of Farmer Cooperatives, Inc., was organized in December 1948 and incorporated in January 1949. Bylaws were adopted and the directors and finance committee of three were elected in April 1949, at the first annual meeting. The purpose of the Council is to acquaint the membership and the public with the motives of farmer cooperatives and to furnish members advisory, educational, and research services.

Any incorporated agricultural marketing, bargaining, purchasing or servicing association which is owned or controlled by farmers and transacts business in the State on cooperative principles is eligible for membership. There is no provision for associate members. In 1954 there were 41 members.

Each member organization selects a councilor and this group of councilors elects the board of 15 directors at the annual meeting. Not more than 5 directors representing one commodity or type of cooperative can be elected. There is an executive committee of five directors.

Directors Determine Fees

Membership fees are determined by the board of directors. The schedule now in effect is as follows:

Marketing cooperatives:
Volume of business

Up to $500,000	$ 25
$500,000 to $5,000,000	50
$5,000,000 to $20,000,000	100
Over $20,000,000	500

Milk marketing, purchasing, and other services:
Number of members

Up to 50	$ 10
50 to 300	25
300 to 1,000	50
Over 1,000	100

The Council does not have a full-time secretary. The professor of business management, New York State College of Agriculture at Ithaca, has been serving as part-time secretary without compensation since the organization of the Council. The Council has two standing committees--membership and education.

Most of the Council's activities are devoted to membership and educational work with some attention to public relations and legislation.

Although the Council has no specific legislative program, it does keep members informed on all bills that affect cooperatives. In 1951, it held two meetings to explain the new State cooperative law.

The outstanding part of the educational program is vocational agriculture work. The Council supplies vocational agriculture teachers and extension workers with teaching material and information on cooperatives, and sponsors contests. It prepared a manual, "Farm Purchasing and Marketing," for use of vocational agriculture classes in high schools.

Essay Contest Sponsored

During 1955, the Council sponsored an essay contest for local chapters of Future Farmers of America. The contest was based on a "Co-op Quiz" on the purpose, functions, and services of farmer cooperatives. Each F.F.A. chapter could submit five entries. About 130 chapters requested over 3,000 copies of the quiz. Awards ranging from $10 to $50 were given to the five winning chapters. In addition, five members of the winning chapter and their adviser were sponsored at the annual summer session of the American Institute of Cooperation.

In 1954, three area conferences for managers and directors were held to discuss their duties and responsibilities. Ideas were exchanged to help strengthen the working relationship between these two groups.

Two days are usually devoted to the annual meeting. In 1954, special sessions were held to discuss Federal tax trends and credit problems. Tax proposals and farmer cooperatives' role in the price-cost squeeze highlighted the annual meeting in 1955.

The Council issues the "Co-op Council Newsletter" which reports membership, educational, and legislative information of interest to cooperatives.

Member associations carry on the greater part of the public relations work. The Council provides speakers for some occasions.

[19] The authors are indebted to Kendall S. Carpenter, secretary, for his review of this statement and for his helpful comments on it.

FARMERS COOPERATIVE COUNCIL OF NORTH CAROLINA, INC.[20]

Farmers Cooperative Council of North Carolina was organized on May 2, 1935. It was set up to promote and foster agricultural cooperation, to act as a clearing house for cooperative information, and to represent its members in legislative matters.

Agricultural cooperatives, including rural electric and rural telephone corporations, production credit associations, and similar organizations may become active members. General farm organizations, commodity educational and promotional State organizations, State agricultural clubs, divisions of public agencies, and farm credit agencies are eligible for associate membership. In 1954, the Council had 51 active and 6 associate members.

Minimum annual membership dues are $25. The maximum amount is determined from year to year on the basis of gross sales or some other equitable method to meet the operating budget. No dues are required of associate members.

Council activities are directed by an executive committee of at least three members. In 1954 the committee had six members.

A full-time secretary carries on the activities of the Council with the aid of several standing committees--transportation, membership and public relations, legal and tax, marketing, and education.

About half the work of the organization is devoted to membership and educational programs. The other half is equally divided between legislative matters and public relations.

The Council has limited its legislative activities as the greater part of this work is handled by the general farm organizations. However, it keeps its members informed on all legislative action affecting agriculture, particularly proposals affecting cooperatives. Its representatives attend hearings, appear before legislative committees and supply legislators with information on farmer cooperatives.

The Council has been cooperating with the School of Agriculture, North Carolina State College, in conducting a short course for managers, directors, and employees of farmer cooperatives. The course gives managers and directors a better understanding of the cooperative way of doing business, and helps increase operational efficiency.

In cooperation with North Carolina State College, the Council sponsors workshops for vocational agriculture teachers and extension workers. It also supplies teaching and research material for college educational leaders.

The youth program of the Council is being conducted in cooperation with the 4-H Clubs and Future Farmers of America. Cash prizes of $1,250 are offered to each group. The youth activity is set up as a continuing program.

OHIO COUNCIL OF FARMER COOPERATIVES, INC.[21]

Ohio Council of Farmer Cooperatives, Inc., was formed November 11, 1941, and incorporated in April 1951. It was organized to promote, encourage, and protect agricultural cooperatives in the State and to develop a closer working relationship among them.

Major regional cooperatives and federations of cooperatives may become members. Local cooperatives not otherwise affiliated with the Council and inter-State cooperatives with facilities in Ohio may become associate members. In 1954, the Council had 16 regular members but no associate members.

Dues are determined according to formula. Under the schedule, some organizations pay a flat fee, some pay on a per-member basis, and others on the basis of gross sales volume.

The affairs of the Council are directed by a board of trustees consisting of two trustees chosen by each member organization in advance of the annual meeting. Each trustee has a vote in regular board meetings; in the annual meeting each member organization has but one vote regardless of the number of trustees present. A simple majority prevails except in making amendments to the articles of incorporation or

[20] The authors are indebted to Harry B. Caldwell, secretary, for reviewing this statement and for his helpful comments on it.

[21] The authors are indebted to Clarence A. Gehrig, executive secretary, and Walter Bluck, former executive secretary, for reviewing this statement and for their helpful comments on it.

Council Board "talks it over" at a dinner meeting.

bylaws. Not more than one trustee may be elected from the field of management from each organization.

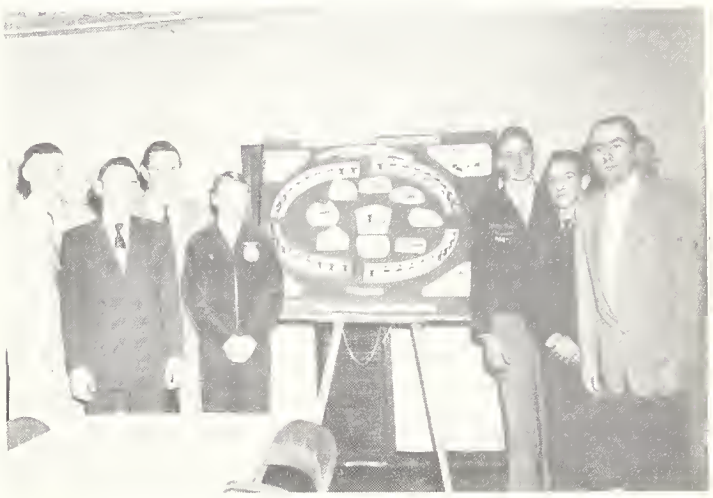
The Council does not have an executive committee. The board may appoint one if it sees fit. Offices of executive secretary and treasurer are combined. A clerical secretary is employed.

The Ohio Council has five standing committees--education, legal and tax, finance, annual meeting, and farm credit.

Advisory Committees Set Up

In 1954, the Council submitted a plan to member associations for setting up county advisory committees. Three or more cooperatives in a county may set up a council and elect officers. The unit is then permitted to name a representative to serve on the advisory committee of the State Council. Purpose of advisory committees is to provide a more direct line of representation in planning and directing activities. Final decisions and plans for county activities are made by the county unit. In 1954, there were 73 active committees. A district cooperative cabinet comprised of officers in the county units in an Extension area of 5 or 6 counties will plan district activities.

Four-fifths of the activities of the Council are devoted to membership and educational programs. The other fifth is divided equally between legislative matters and public work.



Council executive secretary presented flannelgraph to Chapter's Annual Father and Son Banquet.

A policy adopted by the board of trustees in December 1953 practically removes the Council from local legislative activities except for keeping members informed. The Council continues to support legislative activities of the National Council of Farmer Cooperatives through contacts with Ohio members of Congress.

Workshops Held Annually

The most outstanding activity in the educational program is the series of annual workshop conferences which the Council sponsors for teachers of vocational agriculture, veterans' trainers, county agents, and representatives of cooperatives. The workshops were started in 1949, although some conferences on educational aids were held earlier. They are planned to give educators more information about cooperatives and to provide an opportunity for raising questions about their operations. District supervisors of vocational agriculture serve as chairmen of the workshops.

In 1954, 15 workshops were held during November and December in the vocational agriculture districts. Over 1,000 persons attended the meetings which began at 4:00 o'clock in the afternoon and concluded around 9:30. The teachers were guests of the cooperatives at dinner.

Later a booklet was prepared giving 100 of the questions most frequently asked in the workshops and the answers. The booklet has been helpful to the vocational agriculture teachers and trainers.

The Council has been sponsoring contests and trips for Future Farmers of America since 1949. Officers of winning chapters and the vocational agriculture teachers receive trips to the annual meeting of the Council and the American Institute of Cooperation. Cash prizes also are awarded. Chapters are rated on basis of cooperative economic activities, visits and tours to farmer cooperatives, amount of cooperative instruction, and utilization of cooperative books and literature.

As a part of a high school course in marketing and agricultural cooperation, the Council conducted a junior cooperative field day pageant entitled "The Farmer's Hired Man." Seventy-five hundred copies of a booklet, "Ohio Handbook on Farmer Cooperatives" were prepared and printed by the Council in December 1954 for distribution to cooperatives and high school classes in vocational agriculture.

Vocational agriculture supervisors and teachers assisted the Council in preparing a bulletin, "Working Together in Teaching Farm Marketing and Cooperatives." The bulletin is available to all instructors.

In 1953 and 1954, the Council held Farm Credit Workshops in cooperation with the College of Agriculture and Extension Service at Ohio State University. A workshop was held in each of the 11 districts served by Ohio production credit associations, and directors, managers, key personnel, and county agents were invited to attend. Additional follow-up meetings on a county basis were held in several areas.

Eighty-three boys representing 6 chapters attend a Cooperative Field Day activity on a vegetable grower's farm near Marietta, Ohio

A printed outline "Suggested Follow-Up Procedure" was developed and released through the Council. Two pamphlets, "Guide Posts" and "Handy Estimator" were developed and printed in cooperation with the Fourth Farm Credit District Administration at Louisville, Kentucky. These were sold through the local production credit associations to local cooperatives, who in turn distributed them among their members. More than 50,000 copies of each pamphlet were used. Workshops and the follow-up meetings have been most successful.

The Council participated in a state conference on farm operational credit called by the Director of Extension in 1954. This was an outgrowth of the workshops and follow-up meetings.

Survey of Membership Relations

In 1951, the Council cooperated with the Department of Agricultural Economics, Ohio State University, in a detailed survey of membership relations. Outstanding examples of successful membership relations practices were found, their adaptability tested, and recommendations made to other cooperatives having similar conditions and problems. Some practices were promoted.

During the early part of 1953, the Council sponsored five 2-day member relations clinics to help directors and key employees do a better job in keeping members informed and stimulated. Each clinic provided intensive training and discussion.

The Council issues a monthly "Bulletin for Cooperatives" which reaches all members and others interested in the work of the cooperatives.

Member groups handle most of the public relations activities. The Council provides speakers and a flannelgraph for civic clubs, and has published a pamphlet, "Public Interest in Farm Cooperatives," for general distribution.

OKLAHOMA AGRICULTURAL COOPERATIVE COUNCIL[22]

Oklahoma Agricultural Cooperative Council was established in 1929 to act as a stabilizer in organizing cooperatives in the State and coordinating their activities. Its form of organization has continued to be about the same.

Regular membership is open to State-wide agricultural cooperatives. General farm organizations, educational institutions, and other agencies interested in agricultural cooperation may become associate members. In 1954 the Council had 10 regular and 11 associate members.

The Council is financed by membership fees. Each member pays $50 annually plus an assessment as needed. Assessments have averaged $300 a member.

The Council has never had a full-time or paid secretary. Through an arrangement with Oklahoma A. and M. College, a member of the Department of Agricultural Economics has been serving as secretary.

Programs Planned by 4 Committees

Four standing committees--legislative, membership, youth and education, and finance--develop the programs and provide leadership for the different phases of work. Activities are divided between legislative matters and membership and educational work.

The legislative program, however, is not extensive. The committee informs members on current and proposed legislation, attends hearings, and appears before State legislative committees. The Council has a representative at sessions of the State legislature. Member cooperatives contact local legislators and supply them with information on cooperatives.

A youth program is the feature activity of the Council. Cooperating with Extension Service, Oklahoma A. and M. College, and the State Department of Vocational Agriculture, the Council sponsors speech contests for 4-H Clubs and Future Farmers of America chapters. One contest calls for an individual talk of 12 minutes on "Off-the-Farm Business" and another for a 5- to 7-minute speech on any phase of agricultural cooperation. Winners receive cash awards and trips to annual sessions of the American Institute of Cooperation.

Council Cooperates with College

The Council also cooperates with the College in holding 3-day short courses for vocational agriculture and extension workers for which college credit is given.

[22] The authors are indebted to Adlowe L. Larson, secretary, for preparing a tentative statement and for his review of the final statement.

One-day cooperative educational conferences have been held by the Council for extension, vocational agriculture, research, and credit workers. One-day institutes for producers also have been held over the State.

From 1936 through 1953, a summer short course on cooperatives was given at Camp Redlands, Lake Carl Blackwell, at Stillwater, for both young people and adults. It was discontinued mainly because of inadequate facilities. The course was originally intended for youths of high school age or over. Military service during World War II cut down the attendance of the boys so a course was set up for managers, directors, and members. The camp also provided recreational facilities. Between 100 and 150 persons registered each year.

Lack of a full-time staff limits the Council's activities and all public relations work is handled by member associations.

AGRICULTURAL COOPERATIVE COUNCIL OF OREGON[23]

The Agricultural Cooperative Council of Oregon was formed June 16, 1921, at the close of a marketing conference held during the annual Farmers' Week at Oregon State College. Supply cooperatives were admitted to membership following a reorganization in 1928. The Council was incorporated in 1942 under cooperative association laws of Oregon, and provisions were made for a directorate of 15.

Agricultural marketing and farm supply cooperatives and State-wide general farm organizations are eligible for membership. In 1955 the Council had 59 members doing approximately 80 percent of the farm cooperative marketing and purchasing in the State. The bylaws provide for associate members, but there have been none for some years.

For the purpose of electing the directorate, member associations are grouped in nine divisions. Each division nominates from its group, but the election is by the entire membership. Thus the board of directors comprises nine men elected from the divisions and six elected at large. The president and vice president, and an executive committee of five are elected from and by the board.

The functions of the Council are carried on by a part-time secretary and a number of standing committees--program, membership, finance, audit and budget, liaison with the State tax commission, and legislative reporting services.

Through an amendment of the bylaws in 1953, each member now pays $25 plus 5 cents for each $1,000 of the gross business for the preceding year in excess of $250,000 and up to $10 million, and $2\frac{1}{2}$ cents for each $1,000 over $10 million. The volume of marketing operations is computed on an f.o.b. shipping point basis.

More than three-fourths of the Council's activities pertain to membership and educational work with firm emphasis on soundness of business operation. Membership concensus is that successful business institutions provide the foundation both for effective public relations work and for favorable attitudes among members of the State legislature. Legislative activities of the Council are restricted to reporting the nature and status of bills and proposals unless a measure would affect farm cooperatives as such. Then more action is taken.

The most outstanding activity of the Council is a cooperative conference for accountants, bookkeepers, auditors, and attorneys, which is regularly held the day before the annual meeting. This is an open session for managers, directors, and other members of cooperatives. Discussions on income tax methods, patronage refunds, adequate capital and equity financing, financial statements, control of credit, and other equally important subjects are of value to everyone who attends.

Representatives of the Council work closely with Extension Service, especially on youth programs. The Council has just moved into youth work and not all of its programs have been fully worked out. The policy is to assist the Extension Service, Future Farmers of America leaders, and others rather than initiate any programs of its own.

Plans are underway to assist vocational agriculture teachers and Extension workers in planning curricula and scholarships and to furnish educational or research material for programs and classes.

Most public relations work is done by the member associations. The Council supplies members with press, radio, and other materials for use in their local programs.

[23] The authors are indebted to Paul Carpenter, secretary, for his review of this statement and his helpful comments on it.

PENNSYLVANIA ASSOCIATION OF FARMER COOPERATIVES[24]

Pennsylvania Association of Farmer Cooperatives came into being informally as the Pennsylvania Association of Cooperatives at a meeting of cooperative leaders at Pennsylvania State College in 1926. It underwent a formal reorganization in December 1933 and the name was changed to the present one at a meeting of the members in February 1947.

Membership is open to incorporated agricultural marketing, bargaining, and purchasing cooperatives in the State. No association that is a subsidiary of another cooperative is eligible for membership. In 1954, the Association had 63 members.

Although its bylaws make no provision for associate members, representatives from the School of Agriculture of Pennsylvania State College, Department of Agriculture at Harrisburg, and Agricultural Education Department also at Harrisburg attend meetings of the Association in an advisory capacity.

Each member is entitled to one voting representative designated as a councilor. A 10-member executive committee is elected from these councilors. As far as possible the members of the board represent different commodities or different forms of cooperative business.

The membership fee is $10 a year. This does not supply enough funds to carry on many activities.

The Association does not have a full-time secretary, though it has given some consideration to employing a full-time staff.

Youth participants in Council annual meeting.

Officers from the different member cooperatives have served as part-time secretaries at one time or another. The director of membership relations of Pennsylvania Farm Bureau Cooperative Association is now serving as secretary-treasurer.

The Association has two standing committees--legislative and educational. Originally, activities of the Association were primarily legislative, but since the education committee was set up, more attention has been given to other programs. Now

[24] The authors are indebted to George M. Myers, secretary-treasurer, for preparing a tentative statement and for his review of the final statement.

only about half of the work is devoted to legislative matters.

Legislative Program Well Coordinated

Legislative activities are closely coordinated with those of the Pennsylvania State Council of Farm Organizations, of which the Association is a member. Support of sound legislation and opposition to measures considered undesirable have helped materially to strengthen cooperatives in the State.

The Association helped write a new cooperative law for Pennsylvania passed in 1929 and since that time has suggested amendments to it. In 1945, it took an active part in drafting the special State tax act now in effect which imposes a 4 percent tax on net income as defined by the act.

Council sponsors clinic on cooperation for veteran "on-farm trainees."

About 5 years ago the Association supported a fellowship at Pennsylvania State College to explore the most effective methods of teaching farmer cooperation to vocational agriculture classes. Based on this research, four lesson plans and a set of slides particularly adapted to the needs of vocational agriculture teachers were developed.

The Association sponsors contests and trips for members of Future Farmers of America and 4-H Clubs. Each year it features youth activities at its annual meeting.

Directors Rate Themselves

In 1952 the Association, in cooperation with four other agencies, sponsored a 2-day conference for directors at Pennsylvania State College on "My Effectiveness as a Director." Cooperative leaders discussed responsibilities of directors. The program was presented in the form of a booklet with score sheets for 60 topic questions. Each director was to rate his own activities and see how his "batting" average compared with the ideal score shown on the card.

The Association also cooperates with Pennsylvania State Council of Farm Organizations on a number of general programs affecting agriculture in general. These include such programs as vaccine at cost to farmers for rabies control, improved farm-to-market roads, soil conservation, and adequate funds for research.

A very small proportion of the work of the Association is devoted to public relations. The secretary occasionally serves as speaker at civic clubs and colleges, and participates in some radio programs.

SOUTH CAROLINA COUNCIL OF FARMER COOPERATIVES[25]

South Carolina Council of Farmer Cooperatives was organized May 6, 1953. It was formed to encourage agricultural cooperation, to represent cooperatives, and to act as a clearing house for information of interest to cooperatives.

Any local or federated agricultural cooperative may become a member. General farm organizations, representatives of educational agencies, and public or semi-public agencies interested in furthering cooperatives may become associate members. In 1954 the Council had 19 regular and 3 associate members.

Marketing and purchasing associations pay $10 plus $5 for each $100,000 gross volume of business above $200,000 for the last fiscal year. The maximum fee is $100. Bargaining and credit associations pay $25. Associate members are not required to pay any fees, but they may contribute funds to help finance the activities of the organization.

Affairs of the Council are directed by a

[25] The authors are indebted to R. D. Steer, secretary, for supplying the information on which this statement is based and for the picture.

board of 12 men chosen by the members at the annual meeting. The board may appoint an executive committee of five from its members. So far none has been appointed.

The Council has no full-time secretary. By an agreement with Clemson Agricultural College, the Extension cooperative marketing specialist serves as part-time secretary.

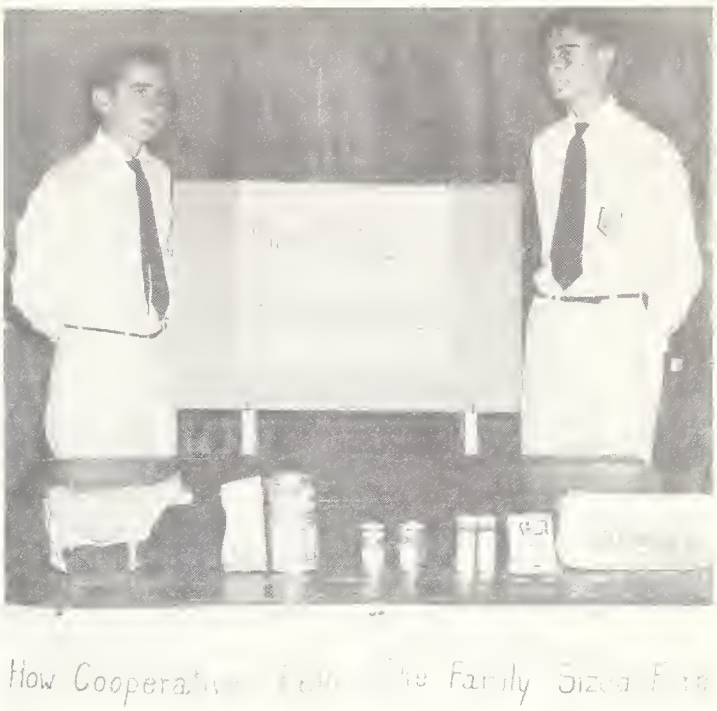
Five committees--membership, legislative, youth, cooperative education, and public relations--help formulate and carry on the different phases of the work.

So far the activities of the Council have been devoted to membership, education, and public relations. Nothing has been done on legislative matters.

In 1953 the public relations and cooperative education committees held district "get acquainted" meetings. These were luncheon meetings with short talks and reports from cooperative representatives in each district.

The Council has arranged some activities for junior clubs. In 1953 and 1954 it provided prizes for district and State 4-H Club winners, who also participated in a cooperative theme contest conducted by the Council.

The Council is new and has not had time to develop an extensive program, but it hopes to get a number of activities underway within a short time.



Winning 4-H Demonstration Team, Council-sponsored contest, 1955.

SOUTH DAKOTA ASSOCIATION OF COOPERATIVES [26]

South Dakota Association of Cooperatives was organized October 2, 1944. Its objects and purposes are to improve, foster, and promote a better understanding of the principles, theory, and practices of cooperatives; to gather and disseminate information on cooperatives; and to promote unity of cooperative groups.

Local and regional cooperative associations organized under the laws of South Dakota, or licensed to operate in the State, are eligible for membership. In 1954, membership comprised 144 local cooperatives and 6 regional cooperatives.

A board of nine members, elected by the delegates at the annual meeting, direct the affairs of the Association. A full-time executive secretary and an assistant secretary administer the programs.

According to a 1955 amendment of the articles of incorporation, a local association pays a flat fee of $35. Fees of regional associations may vary from $650 to $3,900.

Activities of the Association are about equally divided between educational programs and public relations work, with perhaps a little more attention given to public relations. Little time has been devoted to legislative matters. However, SDAC keeps its members apprised of all legislative action affecting agriculture and agricultural cooperatives. It attends hearings and appears before legislative committees, and supplies both State and Federal legislators with information on cooperatives.

The Association holds cooperative clinics for managers, directors, fieldmen, accountants, and attorneys at which legal, accounting, and public relations problems are discussed. Other clinics discuss such subjects as wages and hours law, fair labor standards act, and the cooperative set-up and responsibility of local associations.

SDAC has arranged and displayed educational exhibits at county and State fairs and county crop shows.

[26] The authors are indebted to H. S. Stenberg, executive secretary, for reviewing this statement and for his helpful comments on it.

Council board in action.

Bulletins giving cooperative news and information of interest to cooperatives are issued frequently. In 1951 an 8-page paper, "South Dakota Co-op News," was started with the idea of making it a monthly publication but it has not been issued regularly. The paper includes general facts and figures, information on meetings, and a special column by the executive secretary.

South Dakota is one of the seven Midwestern States that proclaims October "Co-op Month." Farmer cooperatives participate by directing attention to their achievements and the services which they render in the different communities. SDAC and its members prepare special programs and provide cooperative publications for general distribution.

Although the Association has no specific program for rural youth, it works with South Dakota State College on programs for 4-H Clubs and Future Farmers of America.

Council president, secretary, and legal consultant at managers' and directors' clinic.

TENNESSEE COUNCIL OF FARMER COOPERATIVES[27]

Tennessee Council of Farmer Cooperatives was organized April 26, 1944. The objectives were to promote and encourage agricultural cooperation in the State and to assist in the development and coordination of educational and other programs for farmer cooperatives.

The Council has had no definite program since 1950, but at that time the membership consisted of 9 marketing, purchasing, and service cooperatives. The articles of incorporation provide for associate membership by general farm organizations, representatives of educational agencies, and other public or semipublic agencies interested in furthering agricultural cooperation. However, it never had any associate members.

The bylaws provide for a board of 9 members elected at the annual meeting and an executive committee of 3 members, but no committee was ever appointed. The Council never had a full-time secretary; the Extension Marketing Specialist of the University of Tennessee served as secretary on a part-time basis.

According to the bylaws, each member pays an annual fee of $25 plus dues based on gross volume of business transacted the last fiscal year. Dues based on volume were never collected and, as a result, the Council has had limited funds for carrying on activities.

Practically all work was directed toward educational and membership programs, although a small amount of time was spent in seeking favorable legislation for cooperatives. The Council, in cooperation with Extension Service, sponsored cooperative clinics for managers, directors, and members. It participated frequently in programs offered by the Extension Service.

TEXAS FEDERATION OF COOPERATIVES[28]

Farm leaders from local and regional cooperatives formed the Texas Federation of Cooperatives in June 1942 with the aid of representatives from Texas Agricultural and Mechanical College and Houston Bank for Cooperatives.

The aim was to unite and aid all types of Texas cooperatives marketing, manufacturing, processing, or purchasing agricultural commodities, or performing other cooperative services.

Membership is divided into two classes--constituent, or regular, and associate. Any local or federated cooperative may become a constituent member. However, the membership at present is made up of agricultural local and federated marketing and farm supply cooperatives and other cooperatives operated by and for the benefit of farmers. Social, educational, or other organizations not cooperative in form but interested in the promotion of cooperation may become associate members. In 1954, the Federation had 190 constituent members and 5 associate members.

Both constituent and associate members pay dues. Local cooperatives pay not less than $25 nor more than $300. The assessment is determined by the directors and may not exceed one-tenth of one percent of the annual gross dollar volume of business as reflected in financial statements of the preceding year. Rate of assessment is the same for regional or federated cooperatives, except that the minimum is $500 and the maximum is $2,000. Organizations making a service charge per unit of commodity handled pay a percent of the unit charge, which is determined by the directors in a way equitable with payments made by the other cooperatives. Associate members pay $100 a year.

Besides a voting representative, each constituent member is entitled to an additional delegate for each 500 members above the first 500.

An amendment to the bylaws in 1954 provides for a board of not less than 11 nor more than 50 directors. Directors are elected annually and represent all the basic commodities handled by the members. At the close of 1954 the Federation had 27 directors. An executive committee of five members is elected from the board to act in emergencies. A full-time executive secretary-treasurer is employed.

---

[27] The authors are indebted to A. L. Jerdan, secretary-treasurer, for reviewing this statement and for his helpful comments on it. This council is still formally organized although it is in an inactive status.

[28] The authors are indebted to Bruno E. Schroeder, executive secretary and treasurer, for reviewing this statement and for his helpful comments on it.

The office of the executive secretary is in Austin, Tex. This provides a central location for the activities of the Federation and is particularly advantageous during sessions of the legislature.

The executive secretary prepares a weekly "Legislative Digest" summarizing all legislation affecting agriculture and farmer cooperatives. Federation members are kept up to date on each bill. As a result they are able to voice their disapproval of some bills, or to aid in the preparation of others they feel would benefit cooperatives. Representatives of the Federation attend hearings, appear before legislative committees, and supply legislators with information relating to farmer cooperatives. The Federation gives some attention to legislation on a national level by working with the National Council of Farmer Cooperatives and other cooperative groups.

About three-fourths of the Federation's activities are devoted to membership and education. The program includes a managers' short course, bookkeepers' schools, work with 4-H Clubs, and meetings.

The third managers' short course was sponsored by the Federation, Houston Bank for Cooperatives, and Texas A. and M. College in March 1955. It was a 5-day affair with three class sessions, each with a qualified instructor. Managers were divided into three groups and the instructors rotated so that each group received the full course. Class subjects included public and membership relations, and factors contributing to the success and failure of cooperatives. Some panel discussions dealt with particular problems and legal matters.

Managers of successful cooperatives explained the operations of their cooperatives at noon luncheons--a different cooperative being represented each day. At the final banquet certificates were awarded to those completing the course.

"Mr. Cooperative" receives State Council award at recognition dinner.

Works Closely with Ginners

Beginning in 1952, annual schools for bookkeepers in cooperative gins have been held in three widely separated cities of the State. The Federation sponsored these schools jointly with Houston Bank for Cooperatives, Texas Cooperative Ginners Association, and the host mills which furnished the facilities. Each student pays a nominal tuition fee but textbooks and supplies are furnished free. At the end of the 5-day school, students who successfully complete the work receive certificates.

Working hard at co-op gin bookkeepers school sponsored by Federation

For two days in February, the Federation, Texas Cooperative Ginners Association, and Houston Bank for Cooperatives hold a joint annual meeting. This is a cooperative clinic and provides an opportunity for the entire membership of the three organizations to meet in general sessions and hear outstanding State and national leaders. Group meetings relating to different commodities --cotton, dairy, rice, grain, and peanuts-- will be inaugurated in future annual meetings. Entertainment and a final banquet present a diversified program for approximately 500 members in attendance each year.

By an agreement with the Texas Cooperative Ginners Association in 1953, the Federation executive secretary also serves as executive secretary of the Ginners Association. "Texas Cooperative News," house organ for the Ginners Association, became the organ for the Federation also. This monthly newspaper, edited by the executive secretary, reports the activities of all cooperatives in the State as well as news from other agricultural agencies. A modest subscription price on club-rate basis to all cooperatives enables the paper to be self supporting. It is now mailed to approximately 5,000 subscribers.

In 1952, "Agricultural Cooperatives in Texas," Miscellaneous Publication 88 of Texas Agricultural Experiment Station, College Station, was sponsored and financed by Texas Federation of Cooperatives. This is the first directory published containing an economic and organizational analysis of all the agricultural cooperatives in the State.

4-H Club Program Planned

A cooperative education program in 4-H Clubs is being developed by a State 4-H cooperative committee made up of representatives from Texas A. & M. College, Texas Federation of Cooperatives, and Houston Bank for Cooperatives.

The executive secretary of the Federation serves on the Texas Farm and Ranch Safety Committee and on local agricultural committees. He participates in conferences with statewide groups such as Texas Highway Users, American Dairy Association of Texas, Texas Farm Bureau Federation, Texas Electric Cooperatives, and Texas State Grange. He is also active in local organizations such as the Chamber of Commerce and Kiwanis Club.

UTAH COUNCIL OF FARMER COOPERATIVES [29]

Utah Council of Farmer Cooperatives was organized in March 1942 to assist in developing cooperatives, to encourage a closer working relationship among them, and to aid in solving their mutual problems.

Local agricultural cooperatives and federations of locals are eligible for membership. General farm organizations, representatives of Utah State Agricultural College Extension Service, Utah State Department of Agriculture, and other public and semi-public agencies interested in cooperatives may become associate members. In 1954, the Council had 30 regular and 5 associate members.

A 7-member board representing different commodity groups directs affairs of the Council. The board may appoint an executive committee if it sees fit. So far none has been appointed.

Activities are carried on by a part-time secretary and a number of standing committees--youth education, public relations, coordinating education for colleges, finance, legal, and accounting. By an arrangement with the Extension Service, an Extension marketing specialist has served as part-time secretary ever since the Council was organized. A treasurer is appointed from cooperative personnel.

Membership dues were increased 25 percent in 1954, when the following schedule went into effect:

Regular members

Up to $100,000 annual volume of business	$ 25
$100,000 to $200,000 " " "	50
$200,000 to $300,000 " " "	75
$300,000 to $400,000 " " "	100
$400,000 and over " " "	125
Associate members	10

[29] The authors are indebted to Morris Taylor, secretary, for reviewing this statement and for his helpful comments on it.

For years the youth education committee has worked with local leaders in promoting programs for 4-H Club members and Future Farmers of America. One of the most important activities in these programs is the Co-op Field Day in which 300 or more rural young people participate. The program includes one or two tours of cooperative plants and a visit to a farm served by cooperatives. This is followed by a parade of representatives of cooperatives serving the area driving labeled trucks and vehicles. They pull up in a designated spot and each driver steps out and briefly discusses operations of his cooperative. The lunch for the group is provided by the cooperatives. This activity started in one county and is now being extended to others.

In 1955, the Council planned and carried out 5 tours. A 2-day tour gave 40 4-H Club members an opportunity to follow meat and wool from farm to retail outlets and to compare methods of doing business. The Council also sponsors contests for 4-H Club and F.F.A. members. One of the awards is a trip to the annual session of the American Institute of Cooperation.

A plan is now being formulated to organize county committees to work out local programs for youth activities. The chairman would be a person closely identified with the management of a farmer cooperative. Other members of the committee would be:

1. Vocational agriculture teacher or teachers
2. County agricultural agent
3. Home demonstration agent
4. High school demonstration teacher or teachers
5. One representative from each cooperative doing business in area
6. High school civics or American problems teachers
7. Key 4-H Club leaders
8. Other key persons who are interested.

To date the Council's chief public relations efforts have been in helping member associations by supplying press material and maintaining lists of available speakers. However, more activities are being considered.

VERMONT COOPERATIVE COUNCIL [30]

Vermont Cooperative Council was formed in the summer of 1944 to promote farmer cooperatives in the State, assist in coordinating the activities of cooperatives, and serve as an agency for the exchange of information and ideas. It was incorporated under the Vermont State law the following November.

Any cooperative doing business in Vermont may become a member. In 1954 the Council had 29 members, mostly dairy cooperatives. There is no provision for associate members.

Activities of the Council are financed by membership dues. Dairy cooperatives pay 40 cents a member. Frozen food lockers and all other cooperatives pay 10 cents a member.

A board of nine directors elected at the annual meeting conducts the affairs of the Council. There is no executive committee. An executive secretary handles the details of activities. Sometimes he is assisted by a legislative or an education committee, but at present no committees are functioning.

Almost three-fourths of the activities of the Council are devoted to educational and membership programs. Most of the remainder of the time is given to legislative matters, a small portion to public relations work.

Council Acts as Clearing House

The Council acts as a clearing house for information on State and National legislation which affects cooperatives. It prepares statements for legislators, attends hearings relating to cooperative matters, and appears before legislative committees. On occasions representatives have gone to Washington to appear before Congressional committees on behalf of Vermont cooperatives.

A close working relationship with Extension Service has resulted in joint sponsorship of meetings and the preparation of special programs for the benefit of cooperatives. The Council also works with Vermont Farm Bureau, State Grange, American Institute of Cooperation, and National Council of Farmer Cooperatives.

For the past several years the Council

[30] The authors are indebted to Donald L. Smith, executive secretary, for preparing a draft and for his review of the final statement.

has cooperated with the Agricultural Education Service, Department of Education, in sponsoring farm business training conferences for agriculture teachers. Around 50 vocational agriculture and "instruction on farm" teachers attend the conferences.

The Council prepared a study guide on cooperatives which was used extensively by veterans' classes in agriculture under the GI. Bill, and also prepared a booklet describing farmer cooperatives in Vermont for 4-H Clubs. It has arranged trips for 4-H Club members to various meetings and to the annual session of American Institute of Cooperation, so that they might have the best possible understanding of cooperatives. The Council has planned and carried out series of talks to agriculture classes in high schools and colleges and conducted essay contests for agriculture students to stimulate their interest and study of cooperatives.

The executive secretary has a regular column, "Co-ops in the News," in the Vermont Farm Bureau News, which reaches about 20,000 families in the State. The Council issues a newsletter, "Co-op Briefs," every month. Several articles have been prepared and published in magazines circulating in Vermont.

Census on Cooperatives Kept

The Council keeps an up-to-date census of cooperatives on file so that it can answer numerous requests for information quickly and effectively. This census keeps the Council in touch with the operations of the various organizations and serves as a record of their progress. It also furnishes information to students preparing papers on cooperatives and to speakers looking for facts on cooperatives.

The Council tries to give business men and city dwellers a better knowledge of cooperatives. Representatives of the Council speak before service clubs and business groups. The Council maintains

A co-op creamery mortgage burning.

a film service which is available for civic clubs and educational groups.

In 1947, the Governor of Vermont proclaimed September as the month for the observance of cooperatives' contribution to the economy of the State. During the month the Council prepares and takes part in special programs dedicated to cooperative enterprise. The farmer cooperatives throughout the State contribute to the individual public relations program in diverse ways.

AGRICULTURAL CONFERENCE BOARD OF VIRGINIA[31]

The Agricultural Conference Board of Virginia was organized in the spring of 1929 to bring all segments of agriculture together on common problems, to insure adequate financial support of agriculture, and to provide an organized voice for agriculture in legislative matters. While the Board is not set up as a State council of farmer cooperatives, its functions are similar in most respects.

Membership consists of organizations of agricultural producers--general farm and home organizations, commodity educational associations, and farmer cooperatives. In 1954 the Conference Board had 57 members, largely marketing, purchasing, and service cooperatives.

The Board appoints an executive committee of 9 members--3 from general farm and home organizations, 3 from commodity educational organizations, and 3 from farmer cooperatives--to act for it between meetings. This committee has the power to act on all matters except new policies, which are referred to the Board for consideration.

The Conference Board does not have a full-time secretary. The executive committee appoints a part-time one--usually a representative of one of the most active member associations.

Activities are financed by annual dues. General farm and home organizations and commodity educational associations pay $20. Cooperatives pay $5 a year if their volume is less than $50,000; $10 for volume of $50,000--$100,000; and $20 for each $250,000 or major fraction thereof. Maximum assessment is $500.

Practically all activities are legislative. The Board has a representative at each session of the Virginia General Assembly to study all measures introduced which would affect farm people, either directly or indirectly, and to explain to legislators the position of the Board and its members on such measures. He also cooperates with legislative representatives of member organizations to obtain favorable action on legislation in which they are particularly interested.

In recent years the Board has been concerned with legislation relating to health and medical care facilities in rural districts, better State highway regulations, financing farmers' markets in Virginia cities, safeguarding farmer-owned and operated associations, and funds and facilities for special agricultural research.

The Board works closely with Virginia Polytechnic Institute and the State Department of Agriculture in seeking adequate appropriations for carrying on agricultural research and Extension work.

The Board pays expenses of farm youth delegates to the annual sessions of American Institute of Cooperation.

Usually the annual meeting of the Board is held in conjunction with Virginia Institute of Rural Affairs at Virginia Polytechnic Institute. Topics of current interest, particularly those on which action may be deemed advisable, are considered at this meeting.

WASHINGTON STATE COUNCIL OF FARMER COOPERATIVES[32]

Washington State Council of Farmer Cooperatives was organized as the Washington State Cooperative Council on September 25, 1936. The name was changed in 1946 to conform more closely with the name of the National Council of Farmer Cooperatives of which it had become a member. In 1953 the Council was incorporated under State laws that relate to nonprofit, nonstock, corporations.

The Council was formed to encourage and promote a closer mutual relationship among farmer cooperatives in the State and to support legislation deemed to be in the best interests of agriculture and cooperatives.

---

[31] The authors are indebted to Howard H. Gordon, president, for his review of this statement and his helpful comments on it.

[32] The authors are indebted to Harry B. Carroll, executive secretary, for preparing a draft and for his review of the final statement.

Membership is open to all farmer cooperatives. General farm organizations or public agencies interested in the welfare of farmer cooperatives are eligible for associate membership. In 1954 the Council had 120 members.

Operations of the Council are financed by membership dues. Each member pays 1/100 of one percent of the annual gross dollar volume of business for the previous fiscal year. Minimum dues are $10 and maximum dues $3,500 for any one member.

Nine Trustees Serve on Board

The Council is governed by a board of nine trustees--seven representing designated commodity groups and two at-large. The executive committee has four members--president, vice president, treasurer, and immediate past president.

An executive secretary is administratively responsible to the board of trustees. He is aided by five standing committees--legal and tax, personnel, program, membership, and finance.

Almost three-quarters of the activities are devoted to membership and educational programs; about one-quarter to public relations, and the remainder to legislative matters.

For 60 days every other year when the State Legislature meets, the executive secretary devotes his full attention to legislative matters. During this time weekly bulletins and sometimes daily reports are issued to keep members advised on the status of bills affecting farmer cooperatives and agriculture in general.

During Legislative sessions the Council's representative plans for participation in hearings on important legislation. He arranges for individual cooperative leaders or groups from member associations to meet with legislators or State officials.

Roundtable of managers and accountants at meeting of State Council.

The Council sponsors meetings for managers and directors to discuss educational, legal, and tax problems. These meetings are usually held in cooperation with Spokane Bank for Cooperatives, American Institute of Cooperation, and Farmer Cooperative Service, U. S. Department of Agriculture. It also holds meetings with Extension Service and Vocational Agricultural Education for county Extension agents and vocational agriculture instructors.

Clinics Are Popular

Clinics for managers, directors, attorneys, and accountants were started in 1946 as a part of the educational program. Since then 8 clinics have been held to discuss taxes, accounting terminology, and auditing. One of the most outstanding was held in 1952 in cooperation with American Institute of Cooperation, Farm Credit Administration, and Spokane Bank for Cooperatives. There were 210 persons in attendance.

In 1952 the Council held a series of four "Farm Business Training Conferences" for vocational agriculture instructors and County Extension Service personnel. Extension Service of State College of Washington, State Department of Vocational Agricultural Education, Cooperative Research and Service Division of Farm Credit Administration (now Farmer Cooperative Service), Spokane Farm Credit Administration, and American Institute of Cooperation assisted.

The following subjects were discussed at each series: "The Need for Farm Business Training," "Four Ways of Doing Business in America," "Ways of Marketing Agricultural Products in Washington State," "Independent and Cooperative," and "The Farmer as a Businessman."

After these subjects had been discussed the conference divided into two sections, each with a leader and a secretary. Each group gave further study to the various subjects discussed and then presented a written report on its conclusions. These reports were carefully reviewed by the general conference and a joint report prepared. The executive secretary of the Council mimeographed and mailed a summary to every person who attended the conference.

Plans are under way to repeat this type of series or present a similar one in cooperation with the same agencies.

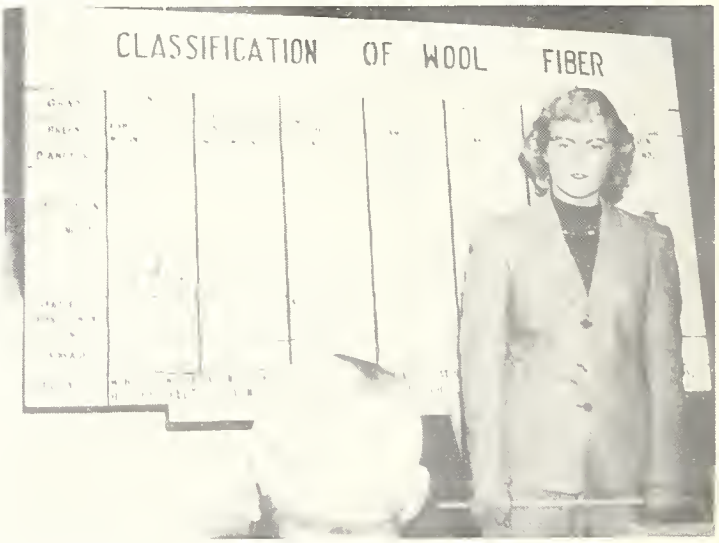
Contests for Rural Youth

For nine years the Council and the Supervisor of Vocational Education have carried on an educational program in cooperative marketing and purchasing with over 100 vocational agriculture high school instructors and Future Farmers of America chapters in the State. Each year a cooperative quiz contest based on 100 questions is held in the different F.F.A. chapters. Three winning students in each chapter are awarded certificates and are entitled to enter a district quiz contest with 100 more difficult questions.

The State is divided into six districts and prizes of $10, $7.50 and $5 are awarded in each. The first-prize winners are invited to attend the annual meeting of the Council with all expenses paid. They take part in the meeting and receive special award certificates.

At the 1953 annual meeting, the Future Farmers of America winners put on a flannelgraph, "Four Ways of Doing Business in America."

During the nine years of youth programs, the Council has reached over 8,500 F.F.A. students in the State through the quiz contests.



Member of 4-H demonstration team at Council annual meeting.

The Council also holds contests for 4-H Club members. Winners have put on lecture demonstrations in marketing at the Council's annual meetings. In 1952, 4-H Club girls gave an "Egg Quality" demonstration lecture and in 1953 a 4-H dairy club boy put on a demonstration lecture, "Federal Milk Marketing Order in the Puget Sound Area."

These two youth educational programs are to be expanded in every possible way because young people they reach will soon be members, directors, and managers of farmer cooperatives in the State.

Another educational program called "Cooperative Youth Tours" was developed by the Council in 1953 for members of Future Farmers of America. The tours have proved so successful and have been so well attended by students, instructors, cooperative managers, and directors that they will probably become an annual event in many counties. They give students and instructors first hand information on how cooperatives function and serve their members.

Co-op tour sponsored by Council for F. F. A. students.

Award for College Students

In December 1953 the Council offered an award of $100 to students in the College of Agriculture, State College of Washington, for the best essay on "The Place of Farmer Cooperatives in a Free Enterprise Economy." The purpose of the contest was to promote better understanding of the nature and operations of farmer cooperatives.

Each year the Council prepares a series of news releases and radio scripts used by local newspapers and radio stations.

The Council works closely with the State Development Division of the Seattle Chamber of Commerce. The executive secretary advises with the Radio and Research Director of the State Grange on cooperative marketing and purchasing topics for radio discussions.

WISCONSIN ASSOCIATION OF COOPERATIVES[33]

Wisconsin Association of Cooperatives was organized in August 1944 and incorporated the following September. It was set up to unify interests of all types of cooperatives in the State and protect their rights to function without undue restriction.

Membership is open to all types of local and federated cooperatives doing business in Wisconsin. No provision is made for associate members. In 1955, WAC had 343 members.

Membership dues are computed in accordance with the following schedule:

A. A base fee computed on the annual gross volume of business of an applicant:

Annual volume	Fee
Less than $50,000	$ 25
$50,000 to $74,999.99, inclusive	50
$75,000 to $99,999.99, inclusive	75
$100,000 and over ....plus	100

B. An excess fee equal to one-tenth of one mill on each dollar of gross sales or

[33] The authors are indebted to J. K. Kyle, executive secretary, for reviewing this statement and for his helpful comments on it.

of business transacted by such applicant during its last fiscal year completed preceding its date of application.

C. In the event that the annual net earnings or savings of such applicant or member during said fiscal year are less than $2,500, then the said base fee shall not apply and shall be waived, but in no event shall the annual membership fee be less than $10;

D. In no event shall the annual membership fee for any applicant or member be greater than $200 or $1 per member, whichever is the smaller;

E. In the event such applicant or member sustained a loss for the preceding fiscal year, the annual membership fee shall not exceed the excess fee or $25, whichever is the smaller.

All 15 directors were present at this meeting.

General policies are established by a board of 15 directors who are elected at the annual meeting. The State is divided into 8 areas for nominating district directors. These 8 then serve as a committee to nominate 7 additional candidates at large. The object is to give representation to every major cooperative group not already represented. Other nominations for any directorship may be made from the floor. The board may elect an executive committee, but at present there is none. WAC has a full-time executive secretary.

Three Fields of Activity

The Association devotes about half its activities to public relations programs. The other half is equally divided between legislative matters and educational and membership work.

WAC keeps in close touch with State lawmakers. It keeps a record of voting on cooperative matters and advises its members of any action on measures affecting cooperatives directly or indirectly. In 1954 WAC helped redraft the Wisconsin cooperative act which had been passed more than 30 years before and needed some revision to meet present needs.

The Association works closely with educational departments of regional cooperatives and with educators of State agencies. It has had an excellent relationship with teacher training colleges and hopes to work out a regular schedule so that it can meet with every teacher training group at least once a year.

More emphasis is being placed on educational work with rural youth. In 1954 for the first time the WAC annual meeting included a special youth session, arranged in a type of "youth wants to know" program. The youth program has attracted much interest and plans have been made to continue it. No trips or contests have been sponsored.

Each year more time is being devoted to service work with member associations. These activities include help with revision of articles of incorporation and bylaws, promotion suggestions, economic reports, and press and radio material.

WAC has sponsored cooperative educational conferences for managers, directors, and members.

Bulletin Issued Monthly

A monthly 4-page publication called "WAC Bulletin" is issued to members and cooperative leaders. It reports general news and activities in the legislative field.

As an important part of its public relations program, WAC keeps its members well informed so they in turn may give others a true picture of cooperative institutions. The Association maintains a speakers' bureau, and film and literature service is available for membership and civic meetings. Representatives of WAC participate in radio programs and attend joint educational meetings with labor groups.

WAC has sponsored observance of October as Co-op Month for several years. The Governor issues an official proclamation requesting such recognition.

Sponsors Co-op Advertising Council

WAC is one of the sponsors of the Co-op Advertising Council. Institutional advertisements prepared by this Council are made available each month for use of local cooperatives. Each sponsor has a representative on the Advertising Council, and they serve as advisers to a consulting advertising agency which does the professional work of preparing ad copy and art work.

Plans for a national dairy marketing and sales cooperative have been considered at dairy workshops during several recent annual meetings of WAC. The aim is to establish an effective sales organization for the dairy farm industry. Wac is inviting dairy cooperatives in other parts of the country to join in this program.

WISCONSIN COUNCIL OF AGRICULTURE CO-OPERATIVE[34]

During Farm and Home Week in Wisconsin in 1926, leaders of a few agricultural cooperatives, several county agents, the editor of an agricultural publication, and the president of University of Wisconsin met informally to consider farm problems. This and subsequent meetings led to organization of the Wisconsin Council of Agriculture Co-operative which was incorporated in 1928.

The purpose of the Council was to bring together various farm organizations to promote the interests of farmers in the State.

This young federation of agricultural cooperatives rapidly became a clearing house of ideas and it was an important stabilizing force during the stormy days of the early 30's. In spite of depressed farm prices, holidays, and strikes, farm leaders within the Council held fast to cooperative ideals and kept a sound sense of direction.

By 1937 year-round service was needed and field service and office personnel were put on a full-time basis. The staff now consists of an executive secretary, an assistant, and a regular office staff of two persons. The present executive secretary has been serving since 1937.

The Council includes in its membership every type of agricultural cooperative in Wisconsin--marketing, farm supply, and service associations. Almost every agricultural commodity produced in the State is handled by one or more members of the Council. In 1954 the membership consisted of 80 associations.

Voting delegates form the basic governing body. Every member cooperative, no matter how small, has at least one voting delegate but no organization can have more than 10. This large representative group has authority to determine basic policies and act on resolutions. The board of directors, which meets about twice a year, is made up of one representative from each member organization plus four directors at large. All are elected by the voting delegates. In 1954 there were 80 directors. An executive committee of seven members selected by and from the board of directors meets more frequently and has authority to carry out recommendations made by the delegates or the board.

Each State institution and agency concerned with agriculture, such as State Department of Agriculture, College of Agriculture, State Teachers College, County Agent Association, and State Board of Vocational and Adult Education, has a nonvoting advisory director who meets with the Board.

The Council is financed by fixed minimum dues plus a certain percentage of the volume of business for each association for the last fiscal year.

Has Many Legislative Activities

Legislation is an important part of the Council's program. A little more time is devoted to this phase of the work than to educational activities, or to public relations.

The Council sponsored helpful amendments to the Wisconsin cooperative law and was instrumental in obtaining greater protection for dairy farmers to assure payments for milk they had marketed. Legislation regarding dairy substitutes was strengthened. The Council was instrumental in placing "America's Dairyland" on the license plates of Wisconsin automobiles. The State's Farm Safety Education Law and Standards for Agriculture Lime were set up.

---

[34] The authors are indebted to Milo K. Swanton, executive secretary, and Clair M. Blakely, assistant executive secretary, for their tentative statement and for their review of the final statement.

Improvement in rural education and provision of transportation for children living more than two miles from elementary and high schools are two projects in which the Council also takes an active part.

On several occasions the Council has sought passage of laws which did not pertain solely to the agricultural cooperatives. It was instrumental in obtaining passage of the State's Employment Peace Act, designed to balance the rights and responsibilities of both parties in labor agreements. It also tackled the problem of better land utilization and zoning in Wisconsin.

Currently the Council is working with various groups and agencies to recodify the cooperative law of Wisconsin. This is being done to eliminate duplications and to provide a legal structure to meet the needs of cooperatives as they are functioning and serving farmers today.

In following the philosophy of building cooperatives from within, the Council has taken its educational program out into the State within reach of all members, directors and managers of cooperatives, and other interested people.

The program covers better financing methods, improved handling of member equities, sound dividend policies, income tax procedure, and adequate insurance coverage. Some of these topics have been discussed in State-wide clinics sponsored by the Council in cooperation with American Institute of Cooperation and U. S. Department of Agriculture. Other discussions have been in cooperation with American Institute of Cooperation, College of Agriculture, and State Department of Agriculture.

Sponsors Marketing Conferences

Every spring the Council sponsors a series of marketing conferences. In 1953-54

Panel at youth section of Council annual meeting discuss "Youth the Tomorrow of Cooperatives"

this program reached nearly 300 educators in 60 counties. Programs are based on marketing problems of farmers and on cooperative relationships. Discussions include cooperative marketing of livestock and the part the farmer cooperative plays in meeting current marketing problems, particularly dairy, farm supply, and agricultural service problems. General business and agricultural outlooks, need for sound farm policies, and specific problems confronting the dairy and livestock industries also receive some attention.

Agriculture instructors showed so much interest and enthusiasm in these conferences that the Council assembled the program material and had it printed in booklet form. Primary purpose of the booklet was to help instructors teaching cooperative marketing or considering the marketing, purchasing, and service problems of Wisconsin farmers.

The Council has given particular attention to its youth program. For several years it has offered an F.F.A. Chapter Leadership Award of $100. Thirty-five chapters competed for the 1954 award. The winning chapter uses the award money to help defray expenses of its officers and adviser to the annual meeting of American Institute of Cooperation. The five highest chapters receive $20 each if they send a representative to the annual Get-Together Conference of the Council and appear on the program during the youth session.

Each winter and spring, as a public relations activity, the Council staff holds community builder meetings in all parts of the State. They are conferences and banquets with merchants, bankers, laborers, clergymen, manufacturers, and consumers. Topics stressed are cooperative principles, basic economic issues, price controls, inflation, subsidies, and the inter-dependency of all economic groups. The Council stresses the idea that public relations is a two-way street.

For about 18 years Wisconsin has been observing Statewide Cooperative Week. The purpose is to focus attention upon the principles, accomplishments, and objectives of cooperatives. The Council takes a very active part in the programs. The executive secretary has served as general chairman of the Cooperative Week Committee.

GPO 910757